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An exploratory study of the development of Adonis Musati Project as an organisation

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A minor dissertation submitted in fulfillment of the requirements for the award of the
degree of

Masters in Social Policy and Management

Faculty of the Humanities

University of Cape Town

2012

COMPULSORY DECLARATION

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works, of other people has been attributed, and has been cited and referenced.

Signature: _____ Date: _____

ACKNOWLEDGEMENT

Firstly, I would like to thank the Lord Almighty for giving me the strength to get through my Masters programme. I would like to express my sincere gratitude to my family for their unwavering support and encouragement. I would not be where I am today if it were not for my father and mother, as well as my siblings, who through thick and thin encouraged me to achieve my goals. Special thanks to Tadiwa Kundishora: without you I would not have found the strength to continue and finish, especially during the hardest of times. Thank you.

Secondly, I would like to convey greatest appreciation to Associate Professor Eric Atmore for his patient supervision during my road to success. If it was not for his guidance and consistent communication towards shaping this thesis, I would not have completed. To the members of Adonis Musati Project: thank you for your support and willingness to participate in this research. I would also like to thank Mrs Nyamunda (Vimbai Munthumbira) for her push and pull approach towards making sure that this thesis is submitted. Her hard work and tireless contributions have shaped my research and proved to be very rewarding.

And to all who supported me during this time – unfortunately I cannot name all - thank you very much. I acknowledge the part you played in helping me develop my knowledge towards crafting this paper.

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
AMP	Adonis Musati Project
AU	African Union
GBV	Gender Based Violence
HIV	Human Immune Deficiency
NPO	Non-profit organisation
OAU	Organisation of African Unity
PASSOP	People Against Suffering, Suppression, Oppression and Poverty
SADC	Southern African Development Community
SCCT	Scalabrini Centre of Cape Town
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees

ABSTRACT

South Africa has been experiencing an increasingly extensive flow of migrants ever since the election of the first democratic government in 1994. The nation, which was once known as a refugee producing country, has now become a refugee receiving country. Because of the country's well-established socio-economic status, citizens from many neighbouring countries, such as Zimbabwe, have resorted to seeking refuge in South Africa. Different refugee organizations, such as Adonis Musati Project (AMP) emerged in order to meet refugee needs in Cape Town.

AMP was formed in 2007 with the aim of providing humanitarian assistance to refugees and asylum seekers. Named after a Zimbabwean, Adonis Musati, who died of starvation in a queue at the Department of Home Affairs, trying to access legal documentation, AMP set out to ensure that this would never happen again. The aim of this research is to explore whether the organisation is meeting its intended goal; whether it abides by any policies; what impact it has on its stakeholders; which current life stage it is facing and challenges dealt with during this period; and what effectiveness approach it uses, if any, in order to achieve sustainable growth and remain relevant in its community. A qualitative study was conducted with 12 respondents (beneficiaries, volunteers, staff and board members), in the form of interview questions that guided data collection. Interviews were recorded and later transcribed to decode the dominant themes that emerged from the discussions. Despite the difficulties AMP experienced in becoming an established organisation, it manages to address the immediate basic needs of every refugee/asylum seeker who walks into their offices. More so, beneficiaries believe that the food parcels provided by AMP make a tangible difference to their wellbeing, compared to what they have received from other refugee organisations.

Since AMP is a non-profit organisation, they abide by the legal requirements expected of them. They are mainly governed by the Universal Declaration of Human Rights, adopted in 1948, Bill of Rights in the Constitution of the Republic of South Africa (1996), Non-Profit Organisations Act (1997) and Refugee Act (1998). After 3 years in operation, they have grown from the entrepreneurial to the collectivity stage where signs of formalisation are beginning to surface. As a budding organisation, evolving through all the developmental life stage experiences, they mainly draw from the systems approach in providing effectiveness. Through this approach, AMP shows its flexibility in adapting to the current environment in order to remain relevant to its community. Above all, the organisation has managed to make an impact in the community it serves and provides effective service delivery. From the beneficiaries' responses, it is clear that they believe that AMP is achieving its intended goals. However, for greater networking, impact and effectiveness they need to address issues of governance, development of result based strategic plans and ensure that monitoring and evaluation procedures are in place.

1. CHAPTER 1 - INTRODUCTION

For an organisation to function effectively and efficiently, there has to be a coherent flow of the organisation's mission statement from the top management penetrating through to its staff members at all levels. At the same time, the clients or beneficiaries of the organisation's services should be well-versed with the mission statement in order to understand the aim and existence of the institution. This will ensure that everyone involved in the organisation's success is on the same page. There are a number of social needs within the society that different organisations try to meet. But because needs are diverse and ever-increasing, there is need to provide more services that help tackle these. The question would arise whether the services are meeting their intended goals. This research explored the development of an organization, looking at the Adonis Musati Project (AMP), which caters for refugee needs.

This dissertation begins with literature review on refugee needs and what entails organisations effectiveness. Furthermore it will explore an organizations development life stages and suggested policies that refugee organisation abide by. The ethics that governed the research are recorded and the significance of this research explained. Background information on the organisation is provided. An outline of the qualitative methodology used to conduct the research and analysis, is given. Ambiguous terms such as effectiveness, refugees and asylum seekers are defined to provide clarity. A chapter on findings indicates how the data collected in the research fits in with the literature discussed. Lastly, a conclusion is given and recommendations are made for the organisation. A detailed outline of the report's structure, showing specific chapters and what they entail, is provided at the end of this chapter.

1.1 Background information on context

There are many reasons why people today choose to move or relocate from one region or country to another. For example, as the education system in less developed countries is often similar to that found in the countries that formally colonised them, usually skills flight to a more developed country, because people are searching for better employment and a higher standard of living. However, some might migrate from their country of origin in

search of protection or a better means of survival as their own countries are in turmoil. This development, while welcomed by some receiving countries, brings with it social complexities and co-existence challenges that sometimes lead to conflicts.

The dilemma of refugees, migrants and/or asylum seekers has become a great challenge worldwide. The question of acceptance and full integration, while trying to preserve culture and religion, has led to destabilisation of new multiracial and multiethnic societies. These challenges manifest themselves in new societies and workplaces and demand new and complex management and leadership approaches that are adaptive to constant changes. It is through proper management that non-homogeneous societies develop and organisation's grow and realise profits, which contribute to socio-economic growth. In response to social instability, many government departments and non-governmental organisations in different countries are providing services to asylum seekers, migrants and refugees - South Africa being one of them.

South Africa has been experiencing an increasingly extensive inflow of migrants ever since the election of the first democratic government in 1994. The country, which was once known as being a refugee producing country, has now become a refugee receiving country. There is a mix of people coming into the country, seeking protection, prosperity or passage to a better life. The country has opened its doors for other Africans who are seeking greener pastures, as South Africa has a stronger economic base (Schreier, 2006:3).

In 2008, government statistics showed that "207 200 individual asylum claims were registered in South Africa, making the country the largest single recipient of asylum-seekers in the world. There were some 227 000 asylum applications pending at the end of December 2008. The majority were from Zimbabwe (122 600), Malawi (18 160), and Ethiopia (11 350)" (United Nations High Commissioner for Refugees, 2010). This shows a significant increase from the 2006 statistics shown by the Department of Home Affairs. A total figure of 53 361 new asylum seekers' applications was recorded, showing Zimbabweans at 18 973 and Malawi at 6 377 being the highest (Consortium for Refugees and Migrants in South Africa, 2007:13). At the end of 2009, there were 43 546 recognised refugees and 227 125 asylum seekers in South Africa (UNHCR, 2010). The high migration flow has brought awareness to the public with regard to how migrants are being treated by the government and the

community. Concern over influx of refugees in the country was intensified by the xenophobic attacks that occurred in May 2008.

Currently, looking at the Western Cape Province, 9 936 SADC (Southern African Development Community) citizens, were recorded for this province alone (Groenewald & Gasie, 2008:164). These include people from Zimbabwe, Republic of Congo, Nigeria and Burundi. The figure highlighted a significant number of adult male and female migrants in the area, but also many children. Most of the refugees are concentrated in areas such as Phillipi, Nyanga, Khayelitsha and Gugulethu. It could also be suggested that, amongst this group, the most vulnerable are women and unaccompanied minors (being children who would have fled in search of comfort and security). In some cases, these minors are taken advantage of as they are weaker and more vulnerable because they might not have an income to sustain themselves. There are a number of organisations in the province that deal with refugees but much still needs to be done to help address the matter.

South Africa has taken a unique approach on the African continent with regard to the issue of refugees and asylum seekers. It chose not to have refugee camps but rather opted for the integration of refugee and asylum seekers into the local communities. The most prevailing issue amongst refugees is the desire to re-establish their lives once again. Through integrating them into society, they are better able to start re-building themselves. In order to assist in a smooth transition, more services need to be provided to help them regain control of their lives. Such factors resulted in Adonis Musati Project, Cape Town, being formed in 2007.

1.2 Significance of the study

The purpose of the study was to explore the development of AMP as an organisation, whether it is adequately serving the refugee community and achieving its initial objective. This research is intended to equip the organization with information which will help it progress and provide new and improved innovative services to its beneficiaries. The information gathered could assist and inform growth of current services. At the same time, as an organisation, they will be able to ascertain whether they have accomplished anything since starting, which can feed into their future plans and possible expansion. The increase in

refugees has become a national problem. Thus, it has to be determined which services can better meet their needs, especially at provincial and district levels.

1.3 Topic Formulation

“An exploratory study of the development of Adonis Musati Project as an organisation”

This topic was motivated by the need to explore the development of AMP as an organisation. Furthermore, it investigates whether through their services, they are meeting their intended goal and making a difference in the refugee community, as well as the greater community of Cape Town.

1.4 Clarification of Concepts

Clarification of concepts can be understood as conceptualisation. Babbie and Mouton (2001:640) state that conceptualisation is "the cognitive process whereby fuzzy and imprecise concepts are made more specific and precise." Thus, conceptualisation involves defining concepts specifically in the way that they are going to be used in the research. The research took the form of a semi-structured interview schedule, which was administered through a one-on-one interview. Concepts covered in the schedule, such as the following, have been defined in a more specific and precise manner.

- *Organisational Effectiveness*- “the degree to which an organization attains its short term (ends) and long term (means) goals, the selection of which reflects strategic constituencies, the self-interest of the evaluator and the life stage of the organization” (Robbins, 1983:40).
- *Refugee* – “a person who is unable or unwilling to return to his/her country because of a well-founded fear of persecution based on his/her race, religion, nationality, political opinion or social group” (Schreier, 2006:3).
- *Asylum seeker* – “a person who has made an application for refugee status and whose claim has not been finalised by the department of home Affairs” (Schreier, 2006:3).

These explanations have been used in the research and report according to the above definitions.

1.5 Main Research Questions

- a) What needs and challenges do refugees/asylum seekers face in a foreign land?
- b) What services does AMP provide?
- c) What policies govern AMP as an organisation?
- d) How does AMP's current life stage impact on AMP's effectiveness as an organisation?
- e) Which organisational effectiveness approach does AMP use?

1.6 Research Objectives

- a) To examine the needs and challenges refugees/asylum seekers face in a foreign land.
- b) To explore the type of services that AMP provides.
- c) To examine what policies govern AMP as an organisation.
- d) To explore how the current life stage at AMP affects the organisation's effectiveness.
- e) To explore AMP's approach towards achieving organisational effectiveness.

1.7 Main Ethical Considerations

Ethical guidelines serve as standards and basis upon which each researcher ought to evaluate their conduct (De Vos & Strydom, 1998:24). In this research, a number of ethical considerations were taken into account. Confidentiality, deception, informed consent, violation of privacy and competence of the researcher are discussed.

Informed consent involves supplying the subject with accurate and complete information to understand what the research entails. Adequate information helps the subject assess and understand the demands of the project, such as activities and disclosure of confidential information (De Vos & Strydom, 1998:26). Thus, a participant has the choice to enter into the research voluntarily and willingly. The subject is given room to ask questions or withdraw from the research. For this research, the researcher sought permission from one of the board members to conduct this project. When approaching participants the researcher

clearly stated the purpose of the research which included sharing information on how long the process would take and the use of a tape recorder, and gave them a choice participate.

Confidentiality, according to Benatar (2003:11), implies that when conducting research, there is the need to protect the clients' autonomy by allowing them to control information about themselves. Participants must be assured that their identity will remain anonymous; hence aliases are used. The respondents were assured that their identity would be kept anonymous throughout the interview and in subsequent reports. This was done to avoid jeopardising the subjects' relationships with the organisation by what they disclosed.

Privacy involves "the individual's right to decide where, when, to whom and to what extent his or her attitudes, beliefs and behaviours will be revealed" (De Vos & Stydom, 1998:28). This gives subjects control over what they would want to share with the researcher. In as much as the researcher might have probed, she did not probe to the extent that it made the participants feel uncomfortable. At the same time participants privacy was not violated by having other parties listening on the interview which allowed them to speak freely to the researcher.

Competence of the researcher entails the researcher being ethically obliged to ensure that she is competent and adequately skilled to undertake the proposed investigation (De Vos & Strydom, 1998:31). The researcher portrayed ethical attitudes, actions and respect for cultural differences. The researcher was able to put into practice research and social work training skills, which she had been equipped with.

Deception is the final ethical consideration discussed. This involves withholding information or offering incorrect information in order to ensure participation of subjects when they would otherwise possibly have refused (De Vos & Strydom, 1998:27). For the purposes of this study, the researcher clearly explained the purpose of the research and did not withhold information or offer incorrect information just to have the subjects participate.

1.8 Structure of report

The report is structured as follows:

- *Chapter 1 – Introduction*
 - This has been highlighted above;
- *Chapter 2 – Literature Review*
 - This looks extensively at other people's work and what they have said about refugees; policies that govern organisation's working with refugees; organisational life stages; and possible areas highlighting organisational effectiveness;
- *Chapter 3 – Methodology*
 - This addresses the research plan, outlining how the research was done and how it was analysed. It shows the criteria used to choose the sample for this research;
- *Chapter 4 – Adonis Musati Project History*
 - This highlights the background context of the organisation so as to understand how it was formed and why;
- *Chapter 5 – Findings and Analysis*
 - This looks at the analysis according to Tesch (1990) cited in De Vos & Strydom (1998). It highlights the findings in connection with the literature review, bringing out an analysis of the organisation; and
- *Chapter 6 – Conclusion and Recommendations*
 - This shows the main conclusions found emanating from the research objectives. It brings forth recommendations for future research.

Having looked at the background and the context in which the organisation operates, one has been able to see the ethical considerations that need to be adhered to in this field. The introduction has highlighted the research objectives and questions that make up the research study. This has directed the relevant literature to this research.

2. CHAPTER 2 - LITERATURE REVIEW

This section looks at the literature that guides the research. It will zone into the refugees' needs, challenges and possible services that AMP might provide. It will further look into policy frameworks that should govern AMP. Furthermore, it will describe a typical cycle of organisational life stages, challenges faced at each stage and the transition to each new stage. Lastly, it will look at approaches to effectiveness that an organisation can use in order to ensure it meets its mandate.

2.1. Refugee Needs

There are different reasons that result in people migrating from their own country to become refugees or asylum seekers in another. Legoko (2006) highlights push and pull factors that can lead to migration. Push factors are those that push people away from their home country. This could be due to low income, lack of career prospects, poor quality of education, war (political or civil), poverty, natural disasters and/or environmental degradation (e.g. floods, desertification). Pull factors are those that draw people to the country. In South Africa's case, strong economic and political bases, as well as better opportunities for people with regard to tertiary education and business opportunities, are good examples (Legoko, 2006:3-5). All these factors show the desire to satisfy a basic human need that would be attractive to an individual, whether it is attributed to push or pull factors. It was interesting to note that most of the refugees/ asylum seekers were seeking better living conditions informed by both pull and push factors.

Reasons for refugees' migrating can also be looked at in terms of Maslow's Hierarchy of Human Needs (cited in Gibson, Ivancevich, Donnelly, & Konopaske, 2006; Hellriegel, Jackson & Slocum, 2006). A need is defined according to Gibson et al (2006:127) as a "deficiency or lack of something of value that an individual experiences at a particular point in time." Individuals are motivated to fulfil that or those particular need(s) in order to reduce the tension. According to this theory, needs are categorised as being:

- *Physiological*: which includes food, drink and shelter and relief from pain ;
- *Safety and security*: which entails the need for freedom from threat:

- *Belongingness, social, and love*: the need for friendship, affiliation, interaction and love;
- *Esteem*: the need for respect from others and self esteem; and
- *Self- actualization*: the need to fulfil oneself by maximising the use of abilities, skills and potential.

If one satisfies a need, it ceases to become a motivator (Gibson et al, 2006:127-130; Hellriegel et al, 2006:269-271). With this theory it was interesting to note that the drive to satisfy a particular need is what motivates people, even refugees, asylum seekers and migrants. More so, it was of significance to observe that organisations providing humanitarian assistance try their best to address fundamental basic human needs, especially in the case of refugees/asylum seekers.

In line with the above-mentioned Schreier (2006) shows that there are a number of needs that refugees face as they try and settle into their newfound homes. These can include, amongst others, access to shelter; safety and security; health care facilities; education; economic opportunities; and appropriate documentation within the country in which they seek sanctuary (Schreier, 2006:5). Because of their vulnerability, they are exposed to poverty, dependence and lack of social support. This may weaken their mental and physical health. Ethnic prejudice can also result in inequalities in health care, as well as opportunities to improve their lives. The most vulnerable are women and children or unaccompanied minors as they are prone to sexual exploitation as a means of survival. Thus, they have a greater need for the above mentioned facilities and services in order to avoid compromising their positions.

National and provincial governments have significant roles to play in meeting the needs of this target group, especially when it comes to documentation (Schreier, 2006:4). When searching for jobs, refugees/asylum seekers are competing with South Africans and other foreigners in the labour market, which makes it more difficult, as it becomes “survival of the fittest”. More so, with the stiff competition in the market, cultural differences and languages become a barrier to economic opportunities. Integration becomes a challenge for refugees and asylum seekers as discrimination can be at play in the delivering of services.

Xenophobia is one of the biggest challenges that refugees/asylum seekers experience. It relates to social exclusion, as it threatens their social security within South Africa - from inability to find employment to experiencing tension, violence and/or threats within the community. In a report compiled by the Scalabrini Centre of Cape Town on the xenophobic violence experienced in De Noon, Western Cape, they show that because of the historical social, political and economic discrimination, racial segregation and lack of social justice, inequalities and poverty continues to exist within many marginalised communities, even after 1994. Thus, there has been a growing dissatisfaction and anger brimming within people of high density communities, usually expressed in the form of service delivery protests. It can be suggested that refugees/asylum seekers settling in these very societies, is a factor which threatens their social cohesion and integration into society. Anger is displaced from service delivery protests to xenophobic attacks, as refugees are used as a scapegoat for the unhappiness experienced by locals. More so, they are seen as a threat to job opportunities and as adding pressure to services introduced in the community (Robb & Davis, 2009:24). This makes the refugees vulnerable as they are disempowered and abused by the people of the community in which they seek shelter.

Above all, it was interesting to note whether the services provided by AMP aim to alleviate some of the needs identified amongst refugees and asylum seekers. It was also useful to note what specific help refugees sought when they approached the organisation. With regards to xenophobia, it was interesting to see whether the refugees who were interviewed had experienced any form of xenophobia in their communities.

2.2. Refugee Policy Instruments

2.2.1. International, Regional and Local Policies

Refugees have been a significant feature and a concern in South Africa for decades. South Africa did not recognise refugees until 1993, on the eve of the transition to democracy. New policies were drafted as the new government came into power in May 1994. The country became a signatory to the regional and international laws catering for refugees as it became part of the global community. Policies can be understood as guiding principles of action adopted and pursued by societies, governments, and various groups within societies such as

political parties, corporations and non-governmental organisation's, in order to address an identified need within a society (Gill, 1976: 12-13).

Bearing in mind that refugees have become a social problem in the country and around the globe, Freeman and Sherwood (cited in Gill, 1976) propose a four-layer definition of social policy, showing the different angles that refugee policies can take. These include social policy as a:

- *"A philosophical concept* – it is the principle whereby the members of large organisations and political entities collectively seek enduring solutions to the problems that affect them;
- *A product* – it consists of the conclusions reached by persons concerned with the betterment of community conditions and social life, and with the amelioration of deviance and social disorganisation. Often the product is a document which lays out the intended policy for an organisation or political unit;
- *A process* – it is the fundamental process by which enduring organisations maintain an element of stability and at the same time seek to improve conditions for their members. Existing social policies are usually never fully developed; they are continually modified in the face of changing conditions and values; and
- *A framework for action* – it is both product and process. It assumes the availability of a well-delineated policy, which is to be implemented within the context of potential changes in the values, structure, and conditions of the group affected" (Gill, 1976:4).

The above definitions show plans of action and strategies enshrined in a social policy. It would be interesting to uncover whether the thinking around these definitions are in line with the policies that govern refugees in the country. In order to understand refugee needs and what drives Adonis Musati Project to function, it is imperative that one understands the context in which its services are governed.

It is interesting to note that prior to 1994, the then National Party government did not allow refugees/asylum seekers who were so-called "non-whites" or "non-Europeans", to come into

South Africa. By not being a signatory of any international treaties and laws governing refugees/asylum seekers, the only law that was put in place to deal with black non-South Africans, who, for some reason or the other found themselves in the republic, was the Aliens Control Act of 1991. This law dealt with all so-called “aliens”, including refugees/asylum seekers. With the new regime, the main policies that now address refugee issues include:

- *The Universal Declaration of Human Rights*: Adopted in 1948 by the United Nations, this looks at a common standard of achievement of all peoples and nations so as to promote respect for human rights. It states that everyone is entitled to the right to life, liberty and security as no one shall be subjected to torture or cruel inhuman treatment. Within this declaration, everyone has the right to freedom of movement and residence within borders of each state and the right to seek and enjoy asylum from persecution in other countries. Thus, all states are entitled to respect, protect and fulfil human rights by protecting individuals and groups against human rights abuses (Schreier 2006:3).
- *Organisation of African Unity (OAU) Convention*: In 1969 the Organisation of African Unity (OAU) Convention, now African Union (AU), was created in order to govern the specific aspects of refugee problems in Africa. South Africa became a member state in 1995, joining forces with a number of other African countries in addressing refugees within the continent. By signing this convention, South Africa committed itself to upholding principles contained in this agreement, which include the protection of refugees within the country. The convention, which is in line with the 1951 UN Convention Relating to the Status of Refugees, as well as the Declaration of Human Rights, states that members of the AU should use their best endeavours consistent with their respective legislation to receive refugees and to secure settlement of those refugees (Schreier, 2006:3).
- *Constitution of the Republic of South African 108 of 1996*: The constitution upholds and protects the basic human rights of all persons in South Africa, including foreigners. Chapter 2 of this constitution enshrines the rights of people and affirms the democratic values of human dignity, equality and freedom. Everyone is equal before the law and has the right to equal protection and benefit of the law. It states that people have the right not to be tortured in any way.

- *Non-Profit Organisations Act 71 of 1997*: This Act provides legal requirements which govern the registration of an NPO. It provides an environment which such organizations can work in and conduct their governance, financial management and programming systems. In order for an organization to be registered as a NPO they should ensure that members or office-bearers have no rights to the property or other assets of the organisation solely by virtue of their being members or office-bearers;
- *Refugee Act 130 of 1998*: This act follows from the Bill of Rights (Chapter 2) as it aims to uphold human rights as an extension and realisation of the promises enshrined in the South African Constitution, drafted after the advent of democracy. The act was also put in place to deal with the significant number of refugees and asylum seekers who were coming to South Africa to seek refuge and protection. It states that refugees are allowed to apply for legal documents from a refugee reception office, where they must be processed and given temporary identification. As refugees, they are protected by the South African Constitution and are afforded virtually the same rights as South Africans. They are entitled to seek employment and receive access to the same basic health care services and education that South African citizens enjoy. They are entitled to every other socially related right, with the exception of those political rights that are awarded only to citizens. In essence, the Refugee Act came into being with the purpose of addressing the social needs and problems experienced by refugees in South Africa.

The abovementioned conventions and laws highlight the need for the social integration of refugees and local citizens as they are all part of the human race.

Policies influence the decisions an organisation makes. Organisations that deal with refugees should be compliant and aligned to these so as to better provide services within international, regional and national standards. A look at the type of organisation to be studied would help understand the context it operates in.

2.2.2. Code of Good Practice for South African Non-profit organisations

Adonis Musati Project is registered as a non-profit organisation in terms of South African law. This means that “a collection of people [in the community] would have come together for a common purpose and agree to formalize a programme to fulfil this purpose. They conduct their activities towards this purpose and should there be excess income after expenditure (profit) this is made available to the benefit of the purpose” (Department of Social Development, 2001:5). This shows that the organisation is not established for profit-making but rather to benefit its intended goal. Because of this, there is a Code of Good Practice for South African non-profit organisations, based on the values imbedded in the Constitution of South Africa. It highlights 3 specific aspects of good practice that NPO’s should observe. These are:

- *Non-profit Organisations Leadership and Management:* This aspect looks at the formulation of a mission statement, which sets the tone for the non-profit organisation’s planning purposes. As the organisation grows, it highlights the importance of adding more staff to help with its operations, though voluntary work still plays an important role. The governing body, which mainly comprises of the founders and staff leaders, is regarded as the driving force behind the performance of NPOs. This is usually due to the fact that they show commitment and enthusiasm for their work and development of the organisation. Both the governing body and staff members have distinctive roles and responsibilities in order to achieve the mission statement. Through the inclusion of new staff and volunteer involvement, the organisation contributes to society by building human capital;
- *Non-profit Organisation Fundraising and Resource Mobilisation:* This looks at resource mobilisation. The most important stakeholders include the donor, beneficiary and NPO, which acts as a link between the beneficiary and the donor. The organisation needs to strengthen its mission statement, as it captures its purpose and attracts funding. Accountability, transparency and ethical and responsible behaviour is stressed as the organisation is entrusted by development partners with resources towards capacitating the organisation and providing services to its beneficiaries; and

- *Roles and Responsibilities of Donors and Sponsors*: this aspect highlights the importance of acknowledging donor and sponsor support. It articulates the importance of building a relationship with donors as a way to secure funding and support for the organisation.

The above areas seek to ensure that NPOs are effective in delivering its services. Because AMP is an NPO, there was need to assess whether they adhere to the Code of Good Conduct. Furthermore, this influences the analysis of the organisation's effectiveness and service delivery.

Herman and Renz (2008) show in their article that exploring effectiveness of non-profit organisations is a complex concept, as it needs to be evaluated from a cumulative point of view. They highlight a set of theses that can be used to view the effectiveness of an NPO. Firstly, their article shows that the effectiveness of a NPO can be judged by comparison to a similar organisation. This helps to show what the level of impact is that the organisation in question has in its area of speciality. Secondly, the importance of the board of directors as they make a difference to the effectiveness of an organisation is highlighted. A study done by Jackson and Holland (1998 cited in Herman & Renz, 2008:401) shows the relationship between the board's effectiveness and the organisational effectiveness. Board members' emotional commitment can be positively related to board performance and the amount of hours spent on organisational activities, as shown in a study done by Preston and Brown (2004 cited in Herman & Renz, 2008:400-404). Therefore, through these studies, it was noted that, to some extent, board members' effectiveness is related to the development of AMP.

2.3. Organisational Life Stage

As an organisation develops it goes through a series of life stages, just like a person's life cycle: it is born and can also die if care is not taken. Daft (1998) suggests four life stages, which are the entrepreneurial, collectivity, formalisation and elaboration stages. Since this study relates to AMP, which is currently three years old, one would want to determine which stage applies. It is important to note that an organisation is not necessarily fixed only at one stage at a given time, but could shift between two stages at one time, while it grows.

2.3.1. Entrepreneurial Stage

Many organisations start with a dream. One person or a small group of people decide that they want to run a programme or provide a service to the community. The entrepreneurial stage is considered the first stage of the organisational development process, as it refers to the birth of an organisation. Emphasis is on creating a product and surviving in the marketplace. The founders are entrepreneurial and they devote all their energies to the success of the product or services they provide. The organisation is at times seen as informal and non-bureaucratic, showing signs of poor planning and leadership skills (Daft, 1998:113). Cameron & Whetten's (1981:526) study suggests that this is the stage where marshalling resources, creativity and ideology, and forming an ecological niche are emphasised. In the early days, the founders do everything themselves: running the activities, raising funds, and writing reports.

A study done by Quinn and Cameron (1983) draws together different research on approaches to effectiveness, resulting in an integrated model, which feeds into the suggested entrepreneurial stage. Dreaming and entrepreneurship are activities necessary to get the organisation off the ground. The authors suggest that because success in the entrepreneurial stage is associated with resource acquisition, growth and survival of the organisation, an open system effectiveness approach is used, as the founders are flexible enough at this stage to try anything. A critical concern, which characterises this stage, is the need for survival and creating a stable system in the environment in which the organisation trades (Quinn & Cameron, 1983:38-44).

Daft (1998:113), on the other hand, points out that in this stage there is a need for leadership to help manage the organisation's services. This is considering the fact that the founders may be confronted with management issues while, at the same time, trying to focus on making their services more productive and marketable. Decisions are often taken collectively and many, if not all of the staff, are volunteers. Thus, to ensure a successful transition between the first and second stage, there is a need to bring in a strong management person, in order to continue surviving in the environment.

2.3.2. Collectivity Stage

The second stage involves the securing of strong leadership and the development of clear goals and direction for the organisation. Departments and division of labour are established. Growth is rapid as innovation rises and employees are excited and committed to the organisation's mission (Daft, 1998:114). Cameron & Whetten (1981) show that high commitment and cohesion amongst members is evident. As the organisational life stages unfold, there is evidence of face-to-face communication, informal structures, and long dedicated hours to the organisation, as well as an emerging sense of collectivity amongst members. Organisational emphasis is on internal processes and practices, rather than on external contingencies (Cameron & Whetten, 1981:526). However, there is need at this stage for the organisation to find mechanisms to control and coordinate departments without direct supervision from top management. Often founders try to continue to control every aspect of the organisation, but such control becomes less and less feasible. There is a need to decentralise the leadership of the organisation and establish standardised administrative systems.

From this viewpoint, Quinn & Cameron (1983) define effectiveness as human satisfaction, because the need for collectivity and togetherness is vital. They show that this stage is mainly characterised by human relations, such as informal communications and structures, a sense of family and cooperativeness amongst members, high member commitment and personalised leadership. In this stage emphasis is thus placed on human resource development, moral cohesion and human need satisfaction. Furthermore, they show that less emphasis is placed on rational goal development and internal processes during this stage. The selection of a prime mover, hiring of staff and establishing support from strategic constituencies can be implemented in the collectivity stage (Quinn & Cameron, 1983:44).

2.3.3. Formalisation Stage

When looking at the formalisation stage, the main concern is maintaining stability. This stage follows from the crisis that evolves in the collectivity stage as formalisation begins to take place. Personnel policies are institutionalised, financial management systems are established

and priority is given to long-term planning and coordination. Communication is less frequent and more formal as strategic planning is implemented. Decentralisation of roles and duties manifest in this stage as management and leadership roles become evident. However, the organisation is more bureaucratised as it grows (Daft, 1998:114). At this point it would be ideal for an organisation to celebrate success, learn from mistakes and be innovative enough to remain relevant to the environment they work in. When all is going well, organisations, just like many human beings, have a tendency to not listen to feedback from stakeholders (especially staff members), which can have an impact on their performance. In reality, though communication might be less frequent in this stage, feedback is necessary to move forward and avoid a decline in the organisation's life cycle.

A study done by Quinn and Cameron (1983:38), shows that goals are more formalised in this stage, with emphasis placed on product efficiency. Rules, procedures and conservative trends epitomise this stage. Effectiveness indicators are usually defined on the basis of goal setting and goal attainment. However, in this stage, organisations may enter temporary periods of decline as product and services, as well as the vision, commitment and enthusiasm amongst staff members may start to lessen.

Cameron and Whetten's (1981) study shows that members' perceptions change with time as the organisation grows. Members feel uncertainty, which usually results from a lack of communication, scarcity of resources and unfamiliarity with new task requirements. Thus, the focus should be on acquiring individual resources and accomplishing tasks, so as to reduce personal insecurity (Cameron & Whetten, 1981:538). It is also imperative that the leader motivates staff members and ensures that they work towards the attainment of organisational goals. If retrogression is allowed to take place in an organisation to the point of alienating its donors and damaging its programmes, reputation and itself, it would need to engage an Organisational Development/Change Management expert in order to bring about a revival in the organisation, so as to move towards the elaboration stage.

2.3.4. Elaboration Stage

The elaboration stage deals with solutions to a bureaucratic crisis resulting from formalising goals. A new sense of collaboration and teamwork is reintroduced in this phase. Managers would have developed skills for problem-solving and delegation of tasks (Daft, 1998:114-

115). Quinn and Cameron (1983) show that this stage is mostly concerned with monitoring of the external environment in order to renew the organisation or expand its business to other potential areas. Some organisations can revert to earlier stages of development. This is usually attributed to the fact that their primary task might have shifted due to change in the environment in which they work, as well as change in the leadership style and membership of the organisation. The monitoring and controlling of environmental relationships is vital at this stage. Emphasis is on pattern maintenance and institutionalisation of structure (Quinn & Cameron, 1983:40-44).

This model is a simplification of reality and is but one of the many organisational development models showing organisational life stages. Progression through these stages is not as linear as it may appear and an organisation can move between stages either quickly or slowly, depending on its developmental process. It was interesting to note that AMP was moving between stages whilst showing signs of key aspects of the different stages.

2.4. Approaches to Effectiveness

This section looks at the different approaches that can be used to measure effectiveness so as to determine the extent to which the organisation is realising its goals.

2.4.1. Goal Approach

Like many authors, Gibson et al (2006) view the goal approach as that which results in an organisation's existence. They emphasise "the central role of goal achievement, as a criterion for assessing effectiveness" (Gibson et al, 2006:19). Daft (1998) concurs with this idea as through this approach he defines effectiveness as the ability of an organisation to attain its goals. This approach measures progress towards attainment of goals set up by an organisation. It shows purposefulness, rationality and achievement on the part of organisations. However one should bear in mind that goals might not be readily achievable unless broken into smaller objectives showing measurable indicators, as well as time frames. Within non-profit organisations, one has to rely on a subjective assessment of goals, as someone has to speak to top management and learn what the actual goals are. This is due to the fact that an organisation's officially stated goals do not always reflect the organisation's

actual goals (Daft, 1998:37-38). Hence, in some cases, in order for one to have a full identification of organisational goals, one needs to articulate it from the management's point of view, as they have a better understanding of what the organisation aims to achieve.

Kirchhoff (1977) suggests that goals are usually defined by societal entities and not by the organisation itself (Kirchhoff, 1977:349). Thus, the society in which the organisation aims to serve determines the goals that it sets. As Daft (1998) has mentioned above, this approach can be important when looking at the actual decision-makers as they are able to influence what the organisation does. But in as much as they are able to set goals, the question is whether there is a strong goal consensus amongst the senior managers and if they are able to meet their intended goal (Connolly, Conlon & Deutsch, 1980:212). This is in a way supported by Kirchhoff (1977) who concurs with the idea that the goal approach struggles with identification of appropriate goals. However, Kirchhoff (1977) concluded that there is no ultimate criterion for effectiveness using this approach in as much as goals can be measured by whether they have been achieved or not (Kirchhoff, 1977:354). Practical analysis using this approach during the research process gave insight into whether the organisation is using a goal-centred approach to attain effectiveness. It highlighted whether there is a strong goal consensus and whether they are achieving what they had initially set out to do, which would result in identifiable goals being measured.

2.4.2. Systems Approach

The goal approach focuses on outputs, but according to Robbins (1983:27), "organisations should be judged on their ability to acquire inputs, process them into outputs and then maintain stability and balance." This idea hinges on a systems approach to determining organisational effectiveness, which is taken from the concept of systems theory. A system, according to Gibson et al (2006:20), is a "grouping of elements that individually establish relationships with each other and interacts with their environment both as individuals and as a collective." Looking at organizations using the systems approach, we are able to describe the internal (how individuals relate to each other) and external (how the organisation itself deals with other organisations) behaviour. The organisation is one element of a number of elements interacting interdependently. Therefore, through the input, process and output flow, organisations take resources from the environment, engage in a transformation process

and generate outputs or services, depending on the type of organisation.

Daft (1998:38) defines effectiveness within this approach as “the ability of the organisation, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources.” Organisations should thus be successful in obtaining resource inputs and in maintaining the organisational system to be effective. It is suggested that if one of these parts performs poorly, it will impact on the whole system. However, there is a need for the organisation to adapt to the changing environment in order to survive.

Connolly et. al. (1980:212) agrees with Daft’s definition as he points out that an organisation is viewed as an open system in which resource acquisition, transformation and disposal of goods/services are tightly interconnected. He shows how a dominant group can influence resource attainment or provide valued resources to the organisation. When looking at this approach, it is important to note whether adapting to the environment and maintaining the input-process-output flow requires resources to be allocated to activities that are indirectly related to the organisation’s primary goals. More so, it is important to establish whether the organisation views this approach as its way of defining effectiveness.

2.4.3. Stakeholder Approach

A stakeholder “is any group within or outside an organization that has a stake in the organization’s performance” (Daft, 1998:41). Also known as the *constituency approach*, it looks at the satisfaction of these stakeholders as an indicator of organisational effectiveness. Each individual involved in the organisation, be it employees, directors, suppliers, funders or the general public, expect the organisation to behave in ways that benefit them. However, the viewpoint or criteria of the most important stakeholders (usually donors, beneficiaries and board members) is used to determine effectiveness. If an organisation performs poorly according to the stakeholders’ assessments, it is regarded as not meeting its effectiveness. Effectiveness involves both social responsibility and organizational expectations. However, in the case of small organisations, it can be difficult to fulfil the demands to all their stakeholders.

Connolly et. al. (1980) show the multi-constituency criteria as an alternative to the goal and

systems approach. This approach avoids cases where no clear dominant group in an organisation emerges to define effectiveness or where resource acquisition is not a direct measurement of effectiveness. It emphasises the possibility that individuals and groups not directly associated with the organisation may form evaluations of its activities and to some extent be able to influence what it does. This leads to the notion that different constituencies can rate effectiveness in different ways, which is consistent with the stakeholder/constituency theory (Connolly et. al., 1980:2143-214). Since the beneficiaries as well as the management team were interviewed, it was appealing to see the extent to which this approach was used. It gave an insight into the difference in effectiveness according to each stakeholder's point of view.

From the above literature review, it is clear that a significant amount of research and theories exist on what encompasses organisational effectiveness. The research mentioned above was gathered with this specific study in mind, however, it is not the only literature available on exploring the development of an organisation. Having looked at the literature review, there is a need to understand the methodology used to conduct the research.

3. CHAPTER 3 - METHODOLOGY

This section looks at the research methodology used in this study - how the information has been gathered, how it was analysed and the sampling method that was used. The type of research design chosen directed the method of data collection and analysis.

3.1. Research Design

Research design is described in De Vos & Strydom (1998) as a “blueprint or detailed plan for how a research study is to be conducted,” including selecting a sample, collecting data and analysing the results (De Vos & Strydom, 1998:77). This specific study is a qualitative research study using a semi-structured interview schedule. Qualitative research is more inclined to be descriptive and geared at understanding, rather than explanatory and geared at predictions of human behaviour (Babbie & Mouton, 2004:270). This can be seen as the reason why the research design was chosen, as it was useful in gathering information and understanding from the beneficiaries themselves, as well as from the staff and volunteers at AMP.

3.2. Sampling

A non-probability method using a purposive sample of 12 participants, 7 refugees and 5 staff/board members, from the AMP centre was used. Babbie and Mouton (2004) suggest that purposive sampling is based on the researcher’s judgment according to the characteristics relevant to the research at hand (Babbie & Mouton, 2004:166). In this case, since the study is concerned with a specific organisation, which deals with refugees, participants were chosen according to the experience they have had with the organisation. The required total number of participants was approached at the centre on Thursdays and Fridays, as they were found to come in large numbers during these days.

Furthermore, through this design, participant’s responses can be used in the report as they give a detailed account during analysis. This enables a thick detailed description of

specifications as it captures the sense of actions as they occur in the relevant sections understudy. It thus elicits participant's accounts of meaning and experience as participants written and spoken words are used (Babbie & Mouton, 2004:272). It can be seen that in the research report participants responses have been used through direct quotes as they give a description of the events thus further providing understanding to the reader on the research process from the participant's point of view.

3.3. Data Collection

This section looks at how the information was gathered within the qualitative paradigm, through the data collection approach, data collection tool and data analysis method.

3.3.1. Data Collection Tool

A semi-structured interview schedule was used, as it acted as a guideline in gathering information from the participants. This was helpful as it outlined the specific questions that needed to be asked in order to record the required information on paper and with a tape recorder. De Vos and Strydom (1998:299) suggest that this type of interview schedule contains questions and themes that are important for the research. The questionnaires for both staff/board members and refugees were tested in a pilot session. Three participants were chosen to take part in the pilot - two refugees and one staff member known to the researcher - to make sure that the questions were answerable and not ambiguous. Annexure A shows the questionnaire for refugees and Annexure B shows the questionnaire for staff/board members.

3.3.2. Data Collection Approach

An in-depth face-to-face interview was conducted with each subject, through the use of a semi-structured interview schedule. The use of in-depth face-to-face interviews allows the researcher to gradually introduce the general theme on which information is required and motivate participants to disclose information more freely (De Vos & Strydom, 1998:301). A tape recorder was used to record information. This was necessary as it helped the researcher take greater notice of non-verbal cues. Furthermore, it enabled the researcher to record and

use direct quotes in the report.

3.4. Data Analysis

Data was analysed manually using Tesch's (1990) approach (cited in De Vos & Strydom, 1998) through the interview schedule and the tape recorder. The researcher transcribed the information, in order to apply the steps suggested below. According to Tesch (1990), there are eight stages for analysing qualitative data, which include:

- The researcher reading through the transcripts to get a sense of the whole;
- Making notes in the margins for themes, ideas and concepts that come up;
- Listing the topics, themes, ideas noted and grouping into major topics/themes;
- Coding the list of topics and writing next to appropriate segments in the transcripts;
- Grouping those which relate together so as to reduce categories;
- Arranging codes/ categories alphabetically;
- Assembling all the data belonging to one category and begin analysis; and
- Checking if one would not need to recode existing data so as to make sure all text is analysed.

Through this process, themes evident in all participants' responses were highlighted. Data was presented in the form of direct words and quotes. Pseudonyms were used during the interview and report writing when quoting directly from the subjects. In as much as this method has been used in analysing data, one needs to understand the issues of trustworthiness in qualitative research.

Trustworthiness looks at addressing four areas in making a qualitative research credible. The following have been discussed incorporating the research process:

- *Credibility* refers to the adequate representation of the data. Lincoln and Guba (1985) suggest that a researcher check this through triangulation, checking interpretations against raw data and design transparent processes for coding and drawing conclusions from the raw data. During data analysis the researcher used the Tesch's (1990) method of data analysis. This allows coding and drawing conclusions from raw data collected during interviews. The researcher checked interpretations against raw data

and incorporated the triangulation method in analysis.

- *Transferability* refers to the extent to which the researcher's working hypothesis can be applied to another context. In this regard it can be seen that the research looks at broadly at exploring the development of an organization. This transformation process can be applied to any organization, not for profit making or a profit making organization, as they grow.
- *Dependability* refers to "the coherence of the internal process and the way the researcher accounts for changing conditions in the phenomena." *Confirmability* refers to "the extent to which the characteristics of the data, as posited by the researcher, can be confirmed by others who read or review the research results" (Bradley, 1993: 437). In relation to this, the researcher shared information with the supervisor to verify information found during the development of the research. As the research unfolded, printed copies of transcript with notes, reviewed proposals and any communication concerning the research were kept in a file for reference.

3.5. Limitations of the Study

There were four potential limitations to the study. These include:

- *Research Sample*: Purposive sampling picks out individuals selected to provide the required information relevant to the study. Thus, there was no room to randomly pick subjects. The participants approached might not have given a true account of the services offered at AMP and whether they are effective or not. However, in this specific research, it can be argued that the prerequisite for the participants were adhered to and that anonymity was protected. More so, purposive sampling allowed participants to be chosen according to the extent of experience they have had with AMP.
- *Data Collection Tool*: Face-to-face in-depth interviewing can be challenging if the researcher does not know how to undertake such a research technique. Babbie and Mouton (2001:291) show that students have difficulty if they are not well-versed with this technique because they do not understand the impact of "why" questions, which

may make respondent's feel uncomfortable. Thus, they suggest the need to watch non-verbal cues and effectively interpret any changes in behaviour during the interview process. The use of the tape recorder may intimidate the respondents as they might have found it threatening to their identity and the concept of confidentiality. However, this was not the case in this specific research, as participants felt free to discuss and share information with the researcher. Since the researcher has undergone social work training, she was equipped with interview and research skills and techniques, which allowed the participants the platform to feel relaxed and free to speak. It further enabled the researcher to ease participants into the interview process and to probe further for clarification in some cases.

- *Data Analysis:* This entails analysing the data collected through transcribing and coding. As researchers we may take for granted the importance of these two processes and find it time-consuming. This may result in certain important information being left out of the study. However, the researcher had used this method previously and was confident to do a comprehensive analysis. The challenge of transcription being time-consuming was dealt with by allowing transcription to take place after every week of interviews conducted, so as to avoid them piling up.
- *Self:* When reflecting on limitations surrounding 'self', the idea of reflexivity comes to mind. Here the researcher should continually think about the research process, her role and the implication of this for the analysis. Researchers should not be biased when conducting the research process. Some of the participants might feel intimidated by the researcher and refuse to participate. In this case, the researcher made sure that she did not adopt a superior attitude. She also took care not to influence participants' responses. She stayed aware of the non-verbal cues, especially when probing and opted to move to another question when a respondent seemed uncomfortable. The researcher would later return to the same question, asking it in a different way.

The researcher did not influence the participants in any way, as she went into the research process keeping in mind that she was speaking to someone who did not know her. Therefore, she tried to make them feel comfortable, so that they would speak

freely. The fact that most participants were from Zimbabwe, gave the researcher an added advantage as she explained some concepts using the mother tongue. This would allow some respondents to use both English and Shona when responding. Please note no information was lost during transcribing and translating the interviews.

3.6 Summary

The chapter above provides insight into the methodology used to conduct this specific research study. Data collection and analysis tools were carefully selected to bring out the rich content that surrounds the research study. Having explained this, there is now a need to get a better picture of the day-to-day functioning of the organisation, which forms the object of this study, before proceeding to the analysis.

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4. CHAPTER 4 – ADONIS MUSATI PROJECT HISTORY

This section was drawn from the Adonis Musati Project website and interviews with Respondent 9, 10 & 12, who are some of the board/staff members. There was no written copy on the background of the organisation. The following piece sets out a chronological account of what transpired during the establishment of AMP in 2007.

4.1. Organisational Context

Adonis Musati Project (AMP) is a non-profit organisation aimed at providing humanitarian assistance and emergency aid to asylum seekers and refugees in Cape Town. It was founded in 2007 by a group of women who were moved by the story of a Zimbabwean refugee who died of starvation in a queue trying to acquire legal documentation. This was reported in local newspapers and talks were commissioned by PASSOP (People Against Suffering, Suppression, Oppression and Poverty) so as to advocate for humanitarian rights to be observed for refugees. PASSOP required people who could assist with providing humanitarian assistance. Community members came together to discuss how best they could help to ensure that no refugee died of starvation again, especially in Cape Town. Before AMP was formed, it was noticed that there was no organisation that catered for the needs of asylum seekers queuing for legal documentation on a daily basis in Cape Town, especially in terms of food provision.

From the time AMP started in November 2007 to about June 2008, AMP volunteers dedicated themselves towards providing food to a hundred refugees on the streets. AMP's first big step took the form of providing food to the refugees/asylum seekers queuing at the Department of Home Affairs. Some sacrificed their jobs to take a full-time position in distributing hot meals several times a week. Hundreds of bags of second-hand clothing have been distributed to refugees and asylum seekers. More so, during the xenophobic attacks, AMP distributed hundreds of blankets and sleeping bags to refugees who had unfortunately become homeless. To date, even though they have grown, they still maintain the services that birthed the organisation.

They started off running the organisation from one of the board members' house, where all the planning and paper work was done. They were given a building in Salt River to operate from by a well-wisher. However, because of the consistent need to assist the ever-increasing numbers of asylum seekers/refugees, they acquired a bigger space in Observatory, July 2010, in order to accommodate most of their services. They started employing staff to assist with the workload involved in running AMP. In September 2010 they opened a children's home, Musati House, which caters for homeless boys between the ages of 5-18. As it evolves, it has taken up different programmes, due to arising needs.

4.2. Organisational Description

The mission for Adonis Musati Project reads *"to provide humanitarian assistance to vulnerable and disenfranchised refugees in Cape Town."*

Humanitarian assistance means:

- *Emergency nutrition*
- *Shelter and Accommodation*
- *Education and Skills Training*
- *Access to Healthcare*
- *Clothing*
- *Assistance with job seeking and entrepreneurship*
- *Lay counseling and advice*

The values of AMP include:

- *Human Rights and the SA Constitution*
- *Respect for the individual*
- *Integrity and honesty*
- *Flexibility so that we can always meet current needs*
- *Accountability*
- *Transparency"*

Adonis Musati Website (2010)

4.3. Organisational Structure

According to Hellriegel et al (2006:207) organisational structure can be described “as a formal system of working relationships that both separate and integrate tasks.” It allows members of the organisation to know what is expected of them in terms of their job description. Structure and the process that flows from it influence’s the organisation’s success and the achievement of its goals. Annexure C shows the organisation’s organogram. Please note there was no chart provided, this was formulated by the researcher after having observed and talked to the staff members.

The structure has been formulated according to functions of the organisation, as there are no specific heads of departments, since AMP is understaffed. They all help each other to provide services to their beneficiaries, who include Zimbabweans (being the majority), Congolese, Somalian’s, Burundians, Tanzanians, Mozambicans and Malawians. AMP services include:

- *Administration office:* this is the first port of call for anyone who visits AMP. The department oversees the running of the whole organisation. This includes keeping track of food parcels donated and distributed; number of donors, volunteers and beneficiaries in their database; and a record of who comes and goes in the organisation. They also provide information brochures which are circulated around the city through the outreach programme;
- *Humanitarian Assistance:* this is provided in the form of food packs, rent and transport money, counseling, clothing and information and referrals. They also provide capital for entrepreneurship projects, to help those who would want to start their own businesses. Transport money is made available to those travelling locally and those who want to go back to their home countries. Recently, AMP has started sending beneficiaries for short skills training programmes, such as computer lessons, construction or waitering courses;
- *Outreach programme:* this takes the form of providing meals to refugees/asylum seekers who stay in the City Bowl District and those who wait in line for legal papers outside the Department of Home Affairs office in Maitland. AMP has volunteers who regularly

provide handmade sleeping bags to hand out to the homeless in the street;

- *Musati House*: was opened in September 2010 in response to the many homeless, orphaned, asylum seeker boys on the streets. Situated in Kommetjie, it is providing support to 18 teenage boys. AMP has sponsored education in the form of short skills training for the older boys and basic education for the younger ones. There is a social worker, house mother and house father present at the shelter; and
- *Bridging School*: this project has recently started with the aim to bridge the gap in education for young refugee/asylum seeker children who are currently not in school. This gap is due to various reasons, mainly because of the language barrier that the French-speaking children need to overcome, as well as a lack of funds for schooling.

The above description gives a clear picture of the services that the organisation provides. All these programmes are run by dedicated committee and staff members (Administrator, Social Worker and House Father) who all have the organisation and its beneficiaries' interests at heart. AMP is largely donor supported and has a wide base of volunteers involved in making it an effective organisation. The background of AMP provides a picture of its services members and how it functions. This allows for a better understanding when continuing to the findings and analysis chapter.

5. CHAPTER 5 – FINDINGS AND ANALYSIS

This chapter looks at the main themes that came to the fore during the interviews with the participants. It provides a discussion around themes found in the research and findings. Table 1 shows the profile of the respondents. Table 2 shows a framework of analysis, highlighting the main themes and categories as they are going to be discussed.

5.1. Profile of the Respondents

The table below shows the profile of the respondents who participated in the interviews.

Table 1:

Refugee/Asylum Seeker Respondents Profile							
Respondent	Gender	Age Group	Country of origin	First Arrival in South Africa	Current status	Current Residential area	Other information
1	Female	46-50	Zimbabwe	May 2009	Asylum Seeker	Ark Mission	Has 1 child
2	Female	36-40	Zimbabwe	February 2009	Asylum Seeker	Musati House	Has 4 children & 1 grandchild
3	Male	0-18	Zimbabwe	February 2008	Asylum Seeker	Musati house	-
4	Female	19-25	Zimbabwe	November 2006	Asylum Seeker	Athlone	Has 2 children
5	Female	50-60	Zimbabwe	March 2009	Asylum Seeker	Lansdowne	-
6	Female	46-50	Zimbabwe	August 2008	Refugee	Salt River	-
7	Male	31-35	Zimbabwe	September 2007	Refugee	Maitland	Married
Board Members/Staff respondents							
Respondent	Gender	Position	Year of Joining AMP		Other		
8	Female	Staff	June 2009		Asylum Seeker (Zimbabwean)		
9	Female	Board member	November 2007		Founder		
10	Male	Part-time staff	May 2008		Volunteering since AMP started		
11	Female	Staff	December 2009		Staff Member		
12	Male	Staff	September 2009		Asylum Seeker (Zimbabwean)		

From the above table it can be seen that all refugee/asylum seeker respondents are Zimbabwean who arrived in South Africa between 2006 and 2009. In the case of the board members/staff it can be seen that 2 participants are Zimbabwean who joined the organisation in 2009. There is 1 founder member who started the organisation in 2007 and 2 other staff members who joined the organisation between 2008 and 2009.

5.2. Framework of Analysis

Table 2 below, will govern the analysis, showing themes that have been identified from the interviews conducted.

Table 2:

Themes	Categories
1. Refugees and Asylum Seekers' needs and challenges	<ul style="list-style-type: none"> • Push and Pull Factors • Challenges
2. Services AMP provides	<ul style="list-style-type: none"> • Knowledge of AMP History and Services • Strengths Challenges Opportunities and Threats
3. Policy Framework Governing AMP	<ul style="list-style-type: none"> • Policy Framework
4. Organizational Life Stage of AMP	<ul style="list-style-type: none"> • Current Stage
5. AMP Approach to Effectiveness	<ul style="list-style-type: none"> • General Effectiveness of AMP • Current Approach to effectiveness

The table above shows the pressing issues that were gathered from the interviews conducted. The analysis section below draws from these main themes and subcategories and, in so doing, will show how the organisation fits into the suggested literature review.

5.3. Refugees and Asylum Seekers' Needs and Challenges

After a detailed analysis of the transcripts, it was noted that refugees/asylum seekers have unmet needs, which drive them to seek refuge in a foreign land. These pertain to the push and pull factors, showing the different reasons why they migrate. This also helps one to understand the reason behind the type of services that organizations like AMP draw from. In the following analysis, the challenges faced are highlighted.

5.3.1. Push and Pull Factors

Considering the fact that, since the early 2000s, Zimbabwe has been faced with socio-economic hardships, mostly attributed to the political calamity in the country, many citizens have sought refuge in neighbouring countries and beyond. Development institutions such as the education systems were performing negatively and their economies were shaken, which led to a decline in employment opportunities for the citizens. Striving for survival, some people were forced to look beyond their borders. In as much as some of these people were patriotic citizens, they had no other option but to migrate to other countries, whether situated nearby or on different continents. This too has been the case for most African citizens. According to Legoko (2006), the reasons why migrants move from city to city or country to country are termed push and pull factors.

Push factors are those that push people away and pull factors are those that entice people to come to a foreign land. With the respondents interviewed, it was noted that most of the refugees/asylum seekers including staff members, were pushed out of their country due to social and economic hardships, as well as political threats.

Respondent 1 - ...to look for work, I did not know anyone there but I had heard people back home talking about a place where Zimbabweans were able to arrive a, get shelter and only have to pay for the shelter weekly..... people come here and within 1 week they already have a job.....

Respondents 9 and 12 concur with the abovementioned statement, as they too came looking for employment in Cape Town. Some participants faced terrifying political hardships, which forced them to move, as quoted below:

Respondent 2 –political hardships, I had a brother, in 2007 he came to SA after having been beaten severely in the 2002 elections and he was hurt internally and then a friend we called aunty suggested he come through to SA for treatment but in 2007 he just fell and died and since I was home I had to come and take the body and came back with it which caused commotion as they thought I was of the opposition party since my brother was in the opposition and I started receiving threats. My brother was MDC and I had to tell people that I am ZANU PF and when it was election time [2008] I was told that I should go to the voting poll and tell them I can't write....it had been difficult as my children were now being threatened so I decided to come here as our home had been demolished... some people actually think I am lying and I'm trying to get assistance but it's actually true. We had a house in Bindura and Budiro and both houses were worse, Bindura had politics issues and yet Budiro had cholera so it was hard to live.....

From the above, it is unsettling to note that even during hardships people were targeted with intense political violence. More so, what comes to one's attention is the vulnerability of this woman during this time. It could be argued that gender based violence was at play and because she had a brother who was in the opposition party, she was targeted. She also mentions that in one of her homes in Budiro, Harare, the living conditions were becoming very harsh as cholera was spreading in the area. As a mother, Respondent 2 could not risk her children getting ill hence the decision to leave her home country.

One striking respondent interviewed, had at the tender age of 16 years, already seen how ruthless life can be:

Respondent 3- I stayed with my stepmother and father and my stepmother always abused me emotionally and the living conditions were hard. I thought that if I found my real mother I would be in a better position. I ran away with school fees and looked for my mother at form 2. I asked around and found her... when I saw her I had a feeling it was not right. She had been remarried and I believe she had not told the husband that she had another child. I stayed with her for 7 months and it was tough just like living with my stepmother. I was made to clean, being treated harshly... the way she treated me made me realise that life is tough. I told her you are my surrogate mother and not my real mother because the love she gave me was different from what I expected from my real mother....I told her wherever I go I will meet my real mother...

Respondent 3 provides a different take on the reasons why people move from their home country than what has been suggested by Legoko (2006). With this particular respondent, it

was emotional abuse that drove him to migrate. In some cases, physical abuse can also be a reason. He was given school fees but decided to run away in search of his birthmother as he was being treated harshly by his stepmother. Having found his biological mother, he realised that the situation was no different. The way that he mentions to his mother that *“wherever I go I will meet my real mother”* could suggest the need to be loved, which forms part of Maslow’s Hierarchy of Human Needs. This provides insight into some of the reasons why we see minors migrating to a foreign land. There is a need to address children and youth needs as they too are faced with challenges in their home country. This scenario shows that in as much as there are older figures in a home, it is still vital for a family to understand the importance of love despite the current situation in the family. Had this basic need (love) been satisfied, it could be speculated that the Respondent, who is now 16 years of age, would still have been in his home country going through the survival hardships with his family.

Despite being push factors being at play, some of the Respondents came to Cape Town to join family and friends. Respondents 4, 6 and 7 stated that they came to Cape Town because a relative and/or acquaintance had told them that there was a possibility of getting a better job. This was their main driving force as they were looking for better income and business opportunities. Respondents 5 and 6 are currently running a sewing project, in which they make local African bags embroidered with one of the “Big 5” African animals, namely the elephant, lion, buffalo, leopard, and rhinoceros. This they sell at a local flea market at Green Point. It provides them with income and a sense of security, though they feel home is always best.

Looking at the push and pull factors that have driven the refugees and asylum seekers to be where they are right now, it highlights the different needs that they have. It is imperative to understand the challenges that they have faced on their journey to acquiring better living conditions in South Africa. Thereafter it can be explored on the development of AMP as an organisation which provides services to try and address these needs.

5.3.2. Challenges

It is due to their current situation of having left their home country and their lack of income that refugees'/asylum seekers' social security and support is shaken. In as much as some came to Cape Town because of family and friends, they were not spared the challenges that others who had no next of kin faced, even though they were in a slightly better position. Schreier (2006) highlights a number of challenges that refugees/asylum seekers face. Some of the main challenges experienced by all respondents were that of finding accommodation, food and a source of income. These are the fundamental basic human needs that everyone in life strives to achieve. Respondents 8, 9 and 12 concur with the needs highlighted by the refugees/asylum seekers as these are some of the issues they try to address at AMP.

Respondent 1 said that she had come to Cape Town as she felt it was easier to get a job. She came in the belief that it was much easier to find employment in the southern city as compared to Johannesburg since travelling to Cape Town is expensive and time-consuming. She believed that most people mostly arrive in Johannesburg and Pretoria to look for work which she concluded that the job market in Cape Town would be less congested. However, to her dismay, it was even harder in Cape Town and she went months on end without finding anything. This alone may have put her in a vulnerable position in a country where she has no social support and security.

Schreier (2006) reports that women are amongst the most vulnerable groups when it comes to refugees/asylum seekers. Minors and unaccompanied children who become refugees/asylum seekers also become vulnerable as they do not have older people caring for them.

Respondent 3 - [challenges faced] ... deportation from Johannesburg as I was tricked by someone who had taken my asylum papers and had given me R100 and I did not know much. He had a photocopy as I had not taken it with my correct age as they do not give it to anyone younger than 18. Beitbridge is tough to live there and mmmm..... Jo'bourg has hard living conditions and I have been moving around. I had gone to P.E. I found someone who was willing to vouch for me that I was his brother and he helped me get an asylum paper. I found a job as a fisherman but that was hard as we would fish in the middle of the night. That's when I ran away and

came to Cape Town not knowing anyone. I slept at the beach alone for 2 days.....

Respondent 11 – they [minors] have come here to look for work but they are under age... their main aim is to work and send money to their families and some really want to go back to school and finish their education. But because they came to us looking for a job we talked them into going back to school.....

From the above it can be seen that unaccompanied minors who seek refuge in a foreign land find themselves taken advantage of as they are not yet old enough to protect themselves. Respondent 3 shows that he has faced deportation due to the fact that someone, whom he had trusted along the way, stole his identity and passed it off as his own. Because of this he ended up being deported as he was living in the country illegally. He also relates how difficult it is to live in Johannesburg and at Beitbridge, especially as a minor. When these under-aged children leave their home countries, they too are trying to make a living elsewhere and perhaps help their parents or guardians back home take care of the family. Respondent 11 shows that in as much as the minors' hearts are in the right place, they are too young to be employed and the best thing would be for them to go back to school. This is the very issue that the Musati House tries to address, as it houses boys (refugees/asylum seekers) from the streets.

Whilst some refugees and asylum seekers have found a place to call home, some have been struggling to mend broken ties ever since they came to Cape Town.

Respondent 2 – [after having stayed with an aunt when she arrived in Cape Town]When she realised after 3 months that we [her and her children and grandchild] had no money, she chased us away in the middle of the night. We ended up going to Dunoon and because we had no money we were sleeping on the floor and it was wet and the children would wear many clothes to keep warm but they would still get wet...

Respondent 4- I wasn't facing many problems until I divorced with my husband...

Respondent 6 - ... the brother accommodation was difficult as I could not stay with the brother for long as he was married and it was a problem with the wife so she had to leave and problems arose on finding money for rentals as I was not working...

From the above statements it can be suggested that these Respondents put financial pressure on their relatives, who were already staying in the country as foreigners. This is probably because Respondents were hoping to receive assistance from their relatives upon arrival into South Africa, as they attempted to make ends meet. Respondent 4, in particular, faced divorce and she had to deal with this painful process alone, without substantial social support. More so, one of the Respondents later learnt that she was HIV+, where after life became even more difficult for her and her children. She now had to be a mother and father to the children, provide food, accommodation and medication for her and her second child. Of the Respondents interviewed, Respondent 4 was not the only one who was HIV+ and facing challenges of accessing medication. Addressing this matter has become a cause of concern to AMP as they had not anticipated there being a need to provide services for people living with HIV/AIDS. In such cases, AMP has been referring beneficiaries to local government institutions. However it could be argued that the systems currently in place provides challenges for refugees/asylum seekers, who access services.

The South African government has a significant role to play in helping refugees/asylum seekers integrate well into society. They are expected to provide them with timely documentation so that they are better able to access services and ease into society successfully, as stated in the Refugee Act 108 of 1998. However, this has not been the case. Adonis Musati Project was created as a result of a Zimbabwean man who died of starvation in a queue, in an attempt to acquire legal documentation to be able to temporarily reside in South Africa. This shows another side of the challenges faced by foreigners: They come to South Africa with the hope of being welcomed, however the system does not allow for a smooth transition. Adonis Musati was confined to one place because of fear of deportation or arrest without proper papers and fear of losing his position in the queue, after having waited days on end. The Department of Home Affairs is expected to provide documentation to foreigners within the first full week of their arrival in Cape Town. Without legal documentation, foreigners are not able to freely roam the city, let alone find proper employment. Thus, they are forced to place their hope in the system.

With the above in mind, it can also be argued that xenophobia results from the social exclusion of foreigners as most government systems hinder social integration and threaten

social security of refugees/asylum seekers. This can take the form of difficulties in accessing services or finding employment because of the language barrier or experiencing tension, violence and/or threats within the community. Even with asylum papers, there are still challenges as the system that is currently in place does not fully accept it as a valid identity document.

Respondent 8 – [the document] limits one to services that they can access as the document is valid for 6 months unlike a refugee status.....So even if you have an asylum seeker permit/document it won't allow for one to be employed as they are not given contracts as the employer would not hire them on such a document which limits their stay. So even if the person is qualified they may face difficulties getting a job as they have a permit which allows for 3 or 6 months.....

Respondent 9 – People's perceptions about foreigners results in them being rejected or treated badly when we try get them jobs or onto programmes or to hospitals they are treated badly or rejected....

Respondent 11 - if you have an asylum seeker document you have a whole lot of number as this is an ID driven society and you are not able to access, health services as the computers need the number to be entered which makes it impossible to access such service.... as they do not have a 13 digit number id. Now the law says asylum seekers are not able to open a bank account which was once passed as being allowed which takes long to be passed which makes it difficult for refugees..... And now the asylum seeker has to renew their document after every 6 months which home affairs does not have the man power to implement this..... yet it disrupts one's life and they are not able to get job contracts which last for longer time

Upon entering the country, refugees/asylum seekers wish to settle in a community. But despite efforts made to assist them in social inclusion, there are still difficulties faced which require urgent attention. The asylum seeker permit does not cater fully for their integration at government level. At the same time, there is need to consult communities on how best foreigners can be integrated into the society. These very communities have their own social ills that they are trying to deal with let alone struggling to attain proper and adequate services for everyone. It becomes more difficult for community members to welcome foreigners, as they feel that the incomers are enjoying the services that the community has long petitioned the municipal council to provide. Such animosity resulted in some companies and institutions being reluctant to hire or assist foreigners. If they did, discrimination on which nationality was assisted was noticed.

Respondent 4 – [a local refuge centre] ...they don't help the only people I saw them helping where Somalians and Congolises. I heard from other people but I got experience myself like I would go and say I wanted capital to start my business and they would say no they don't have or they are not helping but the people from Burundi, Congo with Zimbabweans they are chased always like dogs. They just don't help Zimbabweans...

Respondent 11 - [The Musati House]....the government is saying we have enough children homes which is difficult as they are not receptive to refugees...

Respondent 12 - the boys were in other shelters and they were being mistreated because they where foreigners and they wanted to be somewhere where it felt like home part and parcel of a Zimbabwean family...

Respondent 11 – [The Musati House]....there were rumours that there were going to be attacks but there were none whatsoever. The police knew about it and people were ready. We were not sure how it was going to affect us, whether we were going to be targeted for accommodation or as the actual xeno targets.....

From the above, it can be seen that communities themselves have not fully accepted foreigners and if they have, they are discriminating on who is assisted. AMP has however managed to assist everyone who enters their doors despite their nationality. With regards to the threats on attacks to foreigners which increased towards the FIFA World Cup 2012, it could be argued that Musati House was prepared for the outcome. The response from Respondent 11 could suggest that they had settled into the community to the extent that, in case of attacks, they had a contingency plan in place. This shows that if communities are consulted, they can help with integration and provide some form of security for foreigners. However, some foreigners feared a repeat of the May 2008 attacks and felt it was better to suffer at home than in a foreign land.

This section has highlighted some of the challenges that refugees and asylum seekers face. Some of these are universal and are experienced worldwide by most refugees/migrants and asylum seekers. Because of the various needs identified above, AMP was founded with the aim of addressing most of the challenges that refugees/asylum seekers face, so as to ease their integration into communities.

5.4. Services Adonis Musati Project provides

5.4.1. Knowledge of AMP History and Services

Founded in November 2007 after the death of an asylum seeker named Adonis Musati, the organisation was created with the hope of alleviating poverty amongst refugees and asylum seekers. As a grassroots community-based organisation, it shows how members of the community can come together to provide assistance to disadvantaged populations. For an organisation to be effective, it has to meet its intended goal and at the same time simply and successfully communicate the reason for its existence to its beneficiaries, so that they too can know what the organisation is about and what support it offers. Most beneficiaries have come to know about AMP through word of mouth, which strengthens the organisation's reputation.

Respondent 1 - ...I heard about it at Hiezzendale saying there is AMP where you are helped like when the xenophobia attacks happened they had a reputation as they were known for helping...

Respondent 2 - ...when I was working on the streets selling I was talking to some ladies asking what I was going to give my children and she told me to go to Adonis Musati in salt river for help....

Respondent 3 - ...I slept at the beach alone for 2 days and then I met some guys who said I could get food at the bridge that's where I met AMP they came to take me under the bridge with one of the guys I was staying with...

Respondent 5 - ...They say it is good and that they help. If they were the ones being given money by the UN I'm sure they will be in a better position to provide services and so will refugees. Even with the current xeno attacks we know they will be in a better position to help refugees if they were told to deal with refugees themselves by the UN. We would love for them to extend their services to other places as they are doing a better job than other organisations....

Respondent 6 - ...heard about it at home affairs as they were giving food to refugees.

It is evident that AMP has managed to gain a reputable name in the community as an organisation that helps refugees/asylum seekers without discrimination. Through comparison with other organisations working with the target group, the Respondents

commended AMP for helping everyone and not selecting whom to help and from which country. This shows that the organisation is achieving its intended goal, which contributes to their impressive development, increased growth and effectiveness in delivering their services. However, some respondents feel that certain staff members view refugees/asylum seekers as too dependent on the organisation, which frustrates the staff members as they believe refugees and/or asylum seekers should try to sustain themselves, rather than constantly receive aid.

Considering that AMP has gained a positive reputation, refugees/asylum seekers are familiar with their services and some have come in regularly to access these. Frequently accessed services include humanitarian assistance (food parcels, transport money, clothing); information desk; job assistance and skills enhancement programme (compilation of curriculum vitae, linking up with prospective jobs, waiting courses); and Musati House (shelter). The positive way that the organisation has come into the community, suggests they have made an impact in most lives. This would suggest that they have managed to thus far address refugee/asylum seekers needs. AMP has been described as “*just like a mother*” by Respondent 3, who believes that, in a way, he has found what he was searching for: a mother's love.

However, in as much as it has made an impact, it is said that there are some refugees/asylum seekers who come to the organisation to take advantage of the fact that it provides money for businesses, rent or transport.

Respondent 4: ... it's like we people are preaching that AMP helps with this and this and sometimes those who don't need that much help come and access services and they reduce those who actually need help. And they reduce the chances of those in need being helped.

This is a loophole that the staff members have noticed and have tried to address by putting stricter procedures in place to assess the need for money and to follow up on whether it has been used for the intended purpose. Despite these few cases, the organisation has not been deterred from helping refugees/asylum seekers who come to their offices, as well as those on the streets. They have continued to grow in reputation and in services. Beneficiaries continue to provide positive feedback, which shows how they appreciate the work the

organisation does. They have actually taken time to know more about it and understand its background.

Since AMP has gained momentum around the city, most refugee institutions and communities have become familiar with the organisation's work. This has even led to some people joining the organisation as staff members, because they saw AMP's passion for helping refugees and because of their own passion for making a difference in society.

Respondent 8 - ...I noticed that these ladies where doing a good thing especially from jobs that I was working and so I approached them and to work with them because they were helping refugee like I'm also 1 of the asylum seekers and not yet a refugees and I wanted to work with them....

Respondent 10 - joined AMP to help people especially those who are considered 'invisibles', which our society chose to ignore.... that calls to my passion as it is to pay attention to those invisibles....

Respondent 12 - ...Adonis Musati was my friend and when he passed away I heard that there were people who were lobbying to start an organisation which would basically help refugees....let me say I had a passion of being part and parcel of the organisation as it was helping my fellow brothers and sisters and I really sympathise with Adonis Musati's family and how he passed away and I really wanted to get involved with them....

The responses above bring to light the sound foundation that the organisation has earned in such a short space of time, ever since its formation. The way the organisation has touched and helped a lot of lives shows how effective it tries to be in its mission of humanitarian assistance. However, like any other budding organisations they still face challenges and threats to the effectiveness of their services. This is shown in a SCOT Analysis, which highlights the organisation's *Strengths, Challenges, Opportunities and Threats*. One need's to further get into the detail of how the organisation is run so as to understand the legal framework that supports its effectiveness.

5.4.2. Strength Challenges, Opportunities and Threats Analysis

Table 3 highlights the different challenges that AMP faces as it endeavours to be effective in its line of work. However, despite these challenges, they show opportunities and strengths as an organisation which they can use to better their organization.

TABLE 3:- AMP SCOT ANALYSIS

Criteria	Analysis
Strengths	<ul style="list-style-type: none"> i. Pioneer of humanitarian assistance relief: has initiated the provision of humanitarian assistance to refugees on the streets providing them with a meal each day; ii. Passion for refugees: its board and staff members are passionate about working with refugees, which makes them committed to the organisation. They are not merely doing a job for the sake of it, but want to make a difference in the community; iii. Team work: all the staff members interviewed expressed a sense of good teamwork, transparency and accountability in all AMP does; iv. Involvement of target groups: it manages to involve some refugees/asylum seekers in providing services to the rest of its beneficiaries and is one of the few NPOs that involves target groups; v. Steady growth: they have managed to develop quickly in the midst of the refugee/asylum seeker controversy in the country. Even with the xenophobic attacks they have not been shaken but have managed to put contingency plans in place in case they are targeted as a recipient or as the actual xenophobic target. They have an up-to-date website, which provides information about the organisation; vi. Development of organisational documents: they currently have a constitution in place and have gone through a strategic planning process; and vii. Strong reputation: from the description by some Respondents, it is evident that AMP has gained a reputable name as an organisation that helps refugees.
Challenges	<ul style="list-style-type: none"> i. Inadequate resources: manpower, money and materials are limited as their beneficiaries are increasing, resulting in more services being needed; ii. Weak volunteer base: there are very few committed and active volunteers; iii. Monitoring and Evaluation of services: there is an absence of M & E tools that help them track the effectiveness of the organisation; iv. Lack of governance and management tools: as a growing organisation, there needs to be put in place tools that will help to run the organisation systematically e.g. Members Code of Conduct, Financial Manual, Human Resources Manual and programme tools like formats for Annual Programme Budget and Annual Programme Report to aid & guide their work; v. Clear Structures: Board structure & roles need to be clear, and distinct from that of management; vi. Vague Advocacy Strategy: Lack of clear advocacy strategy has restricted the organisation's ability to influence certain processes; vii. Recognition of Musati House: currently the shelter has not been registered as a children's home as there have been bureaucratic processes at play; and viii. Wanting to help everyone: in as much as they want to assist, members want to help everyone who comes through their door, resulting in people taking advantage of them and members being overloaded.
Opportunities	<ul style="list-style-type: none"> i. Commitment and interest in refugees: currently there is global and national interest in refugees/asylum seekers, which might open new doors for funding; ii. High and growing unmet needs of refugees: there continues to be an increase in refugees/asylum seekers, who continually seek refuge in foreign lands; and iii. Increased referrals: because of the reputation it has gained, there continues to be referrals through beneficiaries, partners, donors and volunteers, which creates demand and growth for AMP.
Threats	<ul style="list-style-type: none"> i. Poverty and funding vulnerability: AMP prefers to serve the marginalised, but most of them are poor and may not even be able to afford transport, let alone pay for complementary services that AMP may not provide. More so, there are very few donors associated with AMP; ii. Organisational competition: Many organisations are currently helping refugees/asylum seekers, resulting in increased competition for resources/donors; iii. Opportunist: in as much as they want to help all their beneficiaries there are some opportunists who come to take advantage of their services.

5.5. Policy Framework governing Adonis Musati Project

Regional bodies, such as the AU, and some international organisations, such as the UN, have approved Conventions and Declarations that addresses human rights as a fundamental issue, so as to cater for refugees. This resulted in legislation being passed at national and regional level. South Africa became a signatory to most of these conventions after the democratic government came to power in 1994. Policies do not only apply to countries but can also be used by organisations, so as to govern their existence, plans, and the services they provide. More so, organisations can form their own internal policies. The organisation which forms the focus of this study does not have organisational policies in place, though they abide by legislation such as the NPO Act 71 of 1997, Refugee Act 108 of 1998, and the United Nations Universal Declaration of Human Rights.

Looking closely at the Refugee Act 108 of 1998 it can be noted that it is more product oriented, as it tries to reach results concerned with the betterment of the community conditions and social life. This shows that South Africa took the approach of integrating refugees/asylum seekers into the social fabric, as they found it more humane than housing them in refugee camps until their status has been determined. Furthermore, South Africa has observes the Human Rights Declaration as well as the Bill of Rights in their the Constitution, which values each and every human being under the South African sun, allowing foreigners equal rights to citizens, with the exception of voting rights. AMP has thus thought it feasible to use such a document to help refugees/asylum seekers in Cape Town. Considering the fact that AMP provides services aimed at helping its beneficiaries gain control over their lives once again, it could be argued that the organisation understands the value that they bring to the communities and the society at large.

By upholding the Refugee Act 108 of 1998 AMP recognises the fact that some refugees/asylum seekers are skilled workers. If given the chance to work, they could be able to contribute substantially to the economy. More so, if they are given the chance to exercise their skills within communities they are able to impart their knowledge to the younger generations in these very communities. This could, in a way, facilitate a painless integration into the community and society at large. However, AMP has noticed gaps in this Act, as awarding refugees/asylum seekers rights equal to those of citizens has caused tension.

Some communities are characterized by poor service delivery and overcrowding in high density areas which has put strain on the services available. For example, Respondent 11 shows how difficult it was to get children enrolled in schools where the Musati House is based as they are few and take in locals before considering foreigners. Thus, children have to travel a very long distance to get to school. This brings flesh to the thought discussed earlier under challenges faced by refugees/asylum seekers that services in communities are strained and perhaps government has not put thought into service provision aimed at catering for the high number of refugees.

It can also be suggested that the South African social fabric has not fully healed from its own social ills 18 years after apartheid. When South Africa had their first democratic election, they entered into a global community, which had new norms and systems that allowed for integration and mixing of different cultures and races. Thus, when South Africa signed the regional and international Conventions, the influx of refugees overwhelmed the government and country. South Africa became a desired destination for many migrants from within Africa. The fear of foreigners could have emanated from the fact that citizens have not fully grasped the understanding of unity, or '*ubuntu*' amongst themselves and have not incorporated foreigners into the whole sense of '*ubuntu*'. Thus AMP can be seen to be playing a very important role as an organisation as they are trying to empower beneficiaries to stand on their own without fully relying on the scarce resources.

Looking at AMP as a non-profit organisation, it abides by the Non-Profit Act 71 of 1997. The Act stipulates that an organization should have a constitution, a bank account and an organizational structure. Without this in place, the organizations would not have been able to register. However they do not receive funding from the department. This could be attributed to the fact that funding for civil society organizations is low in South Africa at the moment. This is mainly due to the economic crisis which has resulted in priority being given to less developed countries as South Africa is considered a middle income economy. At the same time one would suggest that since the government controlled funding, organisations young organizations might have not been able to comply with all the requirements needed to access funding. However there is a Code of Good Practice for South African NPOs which was created by the government as an initiative to ensure an enabling environment for

NPOs. This prescript ensures NPOs like AMP which conform to it develop well enough to attract funding.

Through this document it states that NPOs are not meant for profit-making but rather to benefit their intended beneficiaries. AMP has highlighted its intended goal of having asylum seekers and refugees' interests at heart. It continues to provide humanitarian assistance, understanding the value of *ubuntu* and human rights. They have outlined their mission statement, setting out the tone for their planning purposes. In some departments, they have hired staff, such as Administrator, Social Worker and House Father, which shows that they acknowledge the need for skilled work and growth in the organisation. By hiring new staff members and providing assistance in business capital and skills development, the organisation can be said to be ensuring its contribution to society, building human capital. Voluntary work still plays a very important role in the organisation. However, it was noticed during much interaction with the organisation that there are no distinct roles for board and management.

As a growing organisation, it was also noticed that more work needs to be done in relation to fundraising and resource mobilisation. Nonetheless, considering it was founded in 2007, AMP should be commended for acquiring office space and committed donors who have contributed to the organisation's growth. Amongst their values are accountability and transparency, which has been echoed by most respondents. They are able to account for their actions to their donors, staff and most of all beneficiaries.

The Code of Good Conduct for NPOs notes that donors have a pivotal role to play in non-profit organisations. Organisations need to form a relationship with their donors or funders in order to acquire long-term funding. In AMP's case, they have donors who support them in providing assistance to beneficiaries. The clothing they provide to beneficiaries, are donated from The Warehouse which is run by a Christian church in Kenilworth. AMP is the only refugee organisation that they help. The type of relationship they have built with the donor is grounded on transparency and accountability. Respondents 8, 9 and 10 echoes these sentiments as they mention that whatever money is donated to the organisation is rightfully put to the project intended, also taking into account the specifications of some donors. The fact that they are the only refugee organisation that is being helped by this donor show

that, to some extent, AMP is making an impact in the community and that it has attracted donors to its work. However, in as much as AMP has attained a well-built donor base, it should avoid being dependant on them. More so, they should avoid being donor-driven as this limits the type of activities they can do and the extent to which they can deliver. There is a need to find other options that they can use in order to continue functioning effectively.

This section has taken the reader through the policies AMP uses and how the organisation abides by these. The following section looks at the different life stage that an organisation can take as it grows from when it is established to becoming a more formalised entity.

5.6. Organisational Life Stage of Adonis Musati Project

Most community-based organisations are borne out of the need to address pertinent issues identified in the area of operation. It is through these community-driven projects that a formal organisation is established. NPOs like AMP go through life stages, which show organisational development. It is imperative that the members of the organisation understand the issues they are facing as they approach each life stage in order for them to proceed. This allows them to understand how the organisation functions, which will enable them to focus on the purpose of effective and efficient service delivery. It is also vital to note that these stages are flexible and that an organisation is rarely at one specific stage at a given time. This has been shown to be true by AMP.

The entrepreneurial stage looks at how people in a community come together to provide a service that meets an identified need. In the case of AMP the founders answered the plight of refugees trying to settle in Cape Town, which they read about in the newspapers. This gave birth to the organisation. The founders became devoted to addressing refugee/asylum seekers' needs. Most of the Respondents acknowledge the fact that the team that heads AMP comprises of passionate members who are geared to meeting their goals. Some of the members have even left formal employment to spearhead this project. It was also noted that, before they had formal offices, the provision of meals for refugees/asylum seekers in the queues started at one of the board members' houses. Respondent 10 applauds the dedication in the founding committee as he mentions that *"they wake up every day to the same thing and none are being paid for it."*

At this stage, the organisation's main focus was on providing humanitarian assistance to beneficiaries. All the founding members had a part to play in ensuring that this dream was achieved. In light of the fact that most of the founders were responsible for sourcing funds, there were times when they had to dig into their own pockets to ensure the organisation's survival. This pertains to the idea of dreaming, referred to by Quinn and Cameron (1983). Because they have a dream, founders are able to go out of their way to achieve it. Most members involved in the organisation were volunteers who had devoted their time to helping AMP develop. Decision-making was done collectively amongst the team, as a hierarchy was not visible at this stage. In all this, they managed to remain professional in service delivery. The organisation managed to secure funders and donors who saw their efforts making an impact in the society. It is through securing such donors that they managed to grow and establish a strong footing within the community. They moved from working in a home office space to an office building where their clients could access their services easily.

As they started developing themselves, they noticed the need for roles and responsibilities to be clearly defined, just as they started noticing other areas that needed to be addressed. Roles and responsibilities became most important as the organisation started requiring management skills to manage the organisation, handle proposals and allocate funds to different programmes. Other members started taking up different programmes to ensure that services were running efficiently, though some members remained overloaded with responsibilities. More so, with the increased demand for services, they needed to acquire more funding in order to sustain their organisation. This resulted in the production of a website, which covered their mission statement and the background of the organisation. This ensured that their services became more marketable and in line with the NPO requirements and environment they were working in. Looking closely at this stage, it can be seen that the organisation was moving towards the collectivity stage.

As the organization grows, founding members and volunteers dedicated longer hours to the development of the organisation, to ensure that they made a greater impact on society. Members are excited to be a part of ensuring its development and sustainability. This, according to Daft (1998), characterises the collectivity stage, in which one also sees division

of labour and clarifying of roles and responsibilities. This is in line with Cameron and Whetten's (1981) idea of how organisational emphasis is placed on internal processes and practices rather than external contingencies. During interaction with the organisation it was noticed that this is the stage at which AMP is currently. They have managed to secure a foundation and support from the community. As they noticed the ever-increasing number of refugees/asylum seekers knocking at their door, they hired additional staff members to ensure distribution of the workload and the formalisation of structures. Acquiring staff allows for better decentralisation and productivity of the organisation. However, the founders are still attached to the organisation and still exercise control. They still control the operation of projects they are responsible for and there are some board members that are still more active than the rest. Having worked closely with the organisation during this research study, it was noted that they are moving towards establishing themselves more formally, even though there are still elements of the entrepreneurial and collectivity stage at play.

The formalisation stage is characterised by stability, as shown by Daft (1998). This is the stage when the organisation becomes more professional in its conduct. Policies are institutionalised and financial management systems are established. Strategic planning is implemented as they start planning for long term intervention programmes. Looking at AMP, it could be argued that the development of a strategic plan shows that they are evolving into the formalisation stage. With the talk of a strategic plan being in place, though a document was not available, could suggest that the organisation understood the need for a clearer planning and resource mobilization tool to ensure growth.

Respondent 9 - ...the organisation is moving to a newer lever but it is too organic but getting more organised and more structured and the infrastructure is getting good as I don't think we are going to get more formal and once we do get formal and there are too many rules then the rules become more important than the people

From the above it can be seen that some staff members fear reaching this stage, as in theory it is characterised by bureaucratic tendencies. AMP has become comfortable in the family culture that they have built, with the focus being more on the refugees and asylum seekers than on obeying rules and regulations.

Above all it can be noted from the diagram in Annexure D that the organisation has gone through an organisational life cycle since its birth in 2007 to the present. Having witnessed the passion and dedication that the members have, it has to be acknowledged that they are making an impact in society and proving to be effective in what they are doing. Respondent 9 concludes and says:

...we are still a baby organisation but we have grown fast but we have a lot to learn and we have a good vision and we won't give up until we feel we have really done something worthwhile to make a difference...

This shows that, in as much as they have faced different challenges in the different development stages, they are still focused on attaining their desired vision. They are still embracing the idea of surviving and remaining relevant to the ever-changing environment, so as to provide effective programmes and make an impact within the community that they operate from, if not the nation at large.

Having looked at the life stages that the organisation has gone through, one needs to determine whether or not it is making an impact in its growth towards achieving effectiveness.

5.7. Adonis Musati Project Approaches to Effectiveness

5.7.1. General effectiveness of Adonis Musati Project

Herman and Renz (2008) suggest that in order to understand whether an organisation is being effective or not, one has to measure it against other organisations within its line of work. Through comparison they are better able to show whether they are reaching any level of impact on the beneficiaries and the community at large. It was noted that most of the Respondents believe AMP to be better than some of the refugee organisations. In other organizations, discrimination was evident, as they would assist other nationalities before tending to Zimbabweans, even though they had been on the same waiting list for the same time or reasons.

However, while some organisations who work in the same sector as AMP have not been receptive to refugees/asylum seekers, especially Zimbabweans, Respondent 1 highlights

that she has been helped at SCCT, though she goes on to add that their food parcels were not as rich as those of AMP. Furthermore, SCCT did not help the same person twice. With such responses it can be seen that AMP is making an effort to be effective in its service delivery. Moreover, they do not discriminate in relation to beneficiaries. Whoever walks in to their offices, AMP makes sure they do not live empty-handed. Considering the fact that most respondents interviewed were Zimbabwean, it could be argued that the vast majority of AMP's beneficiaries are Zimbabweans because they feel more at home and content at the organisation, since it bears the name of a late Zimbabwean. In respect of the work AMP is doing, Respondent 1 highlighted that with the increase in the number of refugees/asylum seekers coming to the Mother City, let alone the country:

*...there is no organisation which can combat the issue of refugees alone....
even the government has failed [to curb the situation] if they could you
would not see people living on the streets...*

This shows the vital importance of partnership and collaboration with other organisations so as to aid beneficiaries to the fullest.

Taking into account the remarks of Respondent 1 above, it could be argued that effectiveness is a social construct as different stakeholders define effectiveness from their own point of view (Herman & Renz 2008). From the interviews conducted, it was clear that they all had different sentiments about the effectiveness and impact of the organisation. Most of the Respondents consider the organisation to be effective as AMP is trying to meet the needs of refugees/asylum seekers. For the beneficiaries, effectiveness depends on the services the organisation provides and whether it provides them to the fullest of its capacity. However, they feel that there is a need for more donor funding, so as to help the organisation sustain its increased flow of recipients.

*Respondent 1- ...money is their biggest challenge it seems donors are fewer
than the people/refugees...*

*Respondent 5- ...If they were the ones being given money by the UN, I'm sure
they will be in a better position to provide services and so will refugees....*

*Respondent 6- ...it seems like their funding is not enough because it limits
them a lot as they are not able to fully meet refugee's requirements...*

From the above accounts, it can be noted that, in as much as the organisation is effective, there is still the need to acquire more funding so as to boost its services. With the increase in recipients being due to the reputation AMP has achieved, without more funding the potential of fully addressing the needs of refugees is limited. Donor funding is vital, and to acquire it, AMP needs to improve as an organisation. Challenges, such as the Musati Home not being registered, puts AMP on a tight spot with regard to funding as donors can be sceptical about the organization. Respondent 3 feels it is something that needs to be addressed if they are to obtain more funding.

In as much as we have had feedback from the beneficiaries, staff members and volunteers have their own sentiments about the effectiveness of the organisation:

Respondent 7 - ...I'd think we are being effective though as an organisation 'cause we are having a lot of referrals from other people as they tell each other that they have been helped at AMP and they come here saying their problems and enquiring, this shows that we are helping somewhere somehow...

Respondent 10 - ...I think it is good as staff/volunteers have managed to achieve in the area of affecting others as they provide people with the smallest help they can, be it information or referrals, food parcels, etc. which makes a difference in someone's life. As a result, this is what they have achieved at a higher level as an organisation. They act on what they say if someone is being abused they will not sit and leave humanitarian issues not being addressed. They will pick the person and send them to where they are supposed to go, refer them to the rightful people...

From the above it can be noted that staff members do see the organisation as being effective in terms of delivering its services. The referrals they receive has shown them that beneficiaries and the community at large acknowledge their services as being of use to the target group. This could explain the increase in the number of people who have sought and are still seeking help from them. However, the organisation does not formally assess or monitor the success of its programmes. It was noted that AMP faced the challenge of some beneficiaries defrauding money from the organisation. AMP has since started to address this matter.

In as much as they have faced challenges, they have not lost hope or sacrificed their mission. Thus far, they have been successful in meeting the goals that they founded the

organisation on. This raises the question as to what type of approach the organisation uses to attain its short term and long term organisational goals in its quest for development.

5.7.2. Current Approach to effectiveness

According to the interviews conducted, especially with the staff members, AMP does not have one specific approach to ensuring that they are effective in their line of work. One would suggest that there is a triangulation approach to ensuring the effectiveness of the organisation. Triangulation encompasses all the several approaches suggested to provide a more detailed analysis of the development of AMP. It takes different points of views to propose a broader picture and understanding of the approach that the organisation uses to ensure its effectiveness. Within AMP it was noticed that, in order for them to achieve effectiveness and to make an impact in the community at large, they draw from the goal and systems approach. They are flexible enough to move between different approaches in order to get the work done. This is in keeping with the idea that not a single approach is used in ensuring the effectiveness of an organisation, although there can be one outstanding approach. This also points to Herman and Renz's (2008) sentiments on how effectiveness needs to be looked at from the programme, organisational and network level, as they all have different views. The most dominant approach that came out of the interviews was that of the systems approach, though some of the issues raised can link to other approaches.

The systems approach looks at how the different groupings of elements establish a relationship with each other and work together individually and collectively. As an organisation AMP acquires inputs, processes these and forms outputs from what they would have attained. Looking at the organisation which forms the focus of this study, the systems approach was dominant as AMP tries to deliver services to its clients. The organisation has established different relationships with donors, so as to ensure the availability of services to refugees/asylum seekers. AMP currently works collectively with various stakeholders who provide humanitarian, financial and social support. This shows that AMP understands that an organisation cannot work in isolation; they have drawn on different stakeholders to ensure they get support.

Looking more closely at the fact that systems acquire inputs, process these and provide outputs or services, an example of a donor's involvement can be seen in the humanitarian service that AMP provides. Respondents 8 and 9 explained how they address the need for food amongst their clients. Their main donor for the food parcels is the Food Bank, though they have individual donors and volunteers who buy a certain number of food packs per month. Once they get these items, they are packed into parcels of equal weight and content and some food items are put aside to make sandwiches. As a result, each week there are ready-packed parcels, which they distribute. Considering that food was mentioned amongst the needs faced by refugees, providing these food parcels is a way that AMP aims to make sure that this need is met. This case shows that donors have an important role to play in ensuring that a system within the organization performs productively.

Donors and beneficiaries are not the only elements of importance to the effective provision of services by the organisation. Daft (1998) shows that, in order for the organisational system to be effective, all the parts should be performing well. Thus, staff members can be considered another part of the systems process, as they too ensure that the organisation meets its mandate. Without a fully functioning team, grounded in the same passion, there would not be alignment to AMP's mission. AMP has a very strong team, which most of the staff/board member respondents take pride in.

Respondent 9 - ...We have a team that is very supportive and easy to work with... and we are learning to function more effectively and efficiently...

Respondent 10 - ...consistency...which I think is good as staff volunteers have managed to achieve in the area of affecting others as they provide people with the smallest help they can...

Respondent 11- ...the people are amazing to work with...!! Great team work and dedication from board members volunteer and staff members. They are women who are totally devoted to this project and this is a huge positive factor as they work together. Comparing to the organisation I was at, the person who had founded it took a break and the whole organisation was collapsing, where as with this organisation people help each other and there is so much team work in the organisation...

Having a strong team geared towards the same vision statement allows for effective output of resources, as well as making an impact on the intended subjects. Respondent 11

substantiates this by showing that she enjoys working with the organisation much more than the one she previously worked at in the Eastern Cape. Most beneficiaries agree that the organisation has a strong team and that this has significantly contributed to their success. If they had not been working towards the same goal, there would have been challenges in providing services to the beneficiaries. Considering that the board members are the ones who make all the decisions, they too constitute part of the team, as they contribute to the whole system.

The board of an organisation is often composed of the founding members, who work on a volunteer basis, often hands-on, as they are the drivers of the organisation. Interviews with some respondents who sit on the board of AMP showed that they have knowledge of the organisation's background, how it started and how it functions. Amongst the board members there are some who are directly involved with the donors, whilst some manage the organisation's administration and programme requirements. However, they all work together to achieve effective and efficient results. From the interviews it was clear that the board members acknowledge the growth that the organisation has had and the challenges it faces. It has had to adapt to changes in order to achieve its intended goals. This is echoed by Daft (1998) as he mentions that organisations should be able to adapt and exploit the environment in the acquisition of scarce resources.

Respondent 8- ...we are trying to adapt to the situation....we try as much as we can to help...

Respondent 9: ...we adapt to the situation... we never planned to start a bridging school but as the need grows we have tried to meet them and even with the sewing ladies we never planned for it but we started it when the need arose and we plan to grow it properly...if the needs change as situations change we adapt to that...

Respondent 10: ...they are flexible... they have gone outside their boundary...the specific money they get and they put it to use providing humanitarian assistance when needed...

Respondent 11- we are need-driven. e.g. it was decided for example that they will never start a shelter until they have a social worker but they started the home 3 months before. The org adapts to the environment and what is happening...

The above comments show that the organisation adapts to the environment to achieve its results. Their main goal is providing humanitarian assistance to refugees and this they try to do in more ways than one, adapting to the needs at hand. For example, they saw the need to provide Basic English lessons to Congolese children who are not attending schools. Due to language barrier, they found a volunteer who could assist in teaching the children and interviewing some of the recipients. More so, they noticed that a number of single mothers who came to their offices for assistance had problems with finding accommodation. As a result, they have since provided shelter to 3 mothers and are currently looking for a bigger space to house more single mothers and children.

With the fact that AMP's main goal of humanitarian assistance is achieved, it could be argued that the goal approach, suggested by Daft (1998), was used by the organisation. This approach views effectiveness as the ability of an organisation to attain its goals. It depends on the smaller objectives, which show measurable indicators, aimed at achieving the ultimate goal. The fact that these indicators, stating what the organisation intended to do, were related to the researcher by board and staff members, concurs with Daft's idea (1998) that in an NPO one has to rely on a subjective understanding of organisational goals, as someone would need to speak to top management and learn what the actual goals are.

In as much as AMP is being effective in providing services and making an impact, there needs to be a planning process in place to ensure that they remain focused on the mission statement. Connolly et al. (1980) points out that all systems are interconnected and that a dominant group within the organisation can influence resource attainment. In the case of AMP it is the board's responsibility to ensure that the organisation fulfils its purpose in a more structured manner without diverting from its route. Having noted the fact that AMP adapts to different situations as they arise, it is questionable whether this would be part of a strategic plan. Sentiments like *"there being very little planning involved"* would not have been mentioned by some of the Respondents, if a strategic plan was governing their actions. This questions the existence of a strategic plan and, if it does exist, the degree to which it is being adhered to. A strategic document was not made available for review by the researcher in order to assess whether there is alignment between what the organisation is doing on the ground and what has been planned.

Gibson et al. (2006) shows that in order to evaluate the effectiveness of an organisation using the systems approach one needs to look at how the organisation relates to other organisations. This suggests that organisations should not consider themselves as separate but rather as part of a wider societal community, which has the ability to influence and be influenced by other organisations and the environment in which they operate. In relation to AMP, it can be noted that they have partnered with organisations to provide a holistic approach towards addressing refugee needs. Currently they partner with organisations such as:

- *ADRO (African Disabled Refugee Organisation)*: whom they share an office and it handles all their advocacy work for refugees;
- *PASSOP*: assist them in advocating against the suffering and oppression of people;
- *SCCT and Aresta*: for the provision of services to refugees;
- *Street Children's, People's forums and Cape Town shelters*: whom they work with and who assist them in providing referrals and information to refugees and asylum seekers who come to their door;
- *Western Cape Provincial Department of Social Development*: by whose requirements AMP abides as a registered NPO. One can suggest that because of being an NPO, they have complied with the Non-Profit Organisations Act 71 of 1997. Thus, by nature they become affiliated to the department as they report to them their progress at provincial level. However, they currently do not receive any funding from them; and
- *Western Cape Provincial Children's Forum*: where they get information and current updates concerning children within the province and beyond. Through this forum they have also managed to gather information pertaining to the registration of the shelter and they are currently in the process of collecting all they need.

Thus, it can be suggested that AMP is growing as an organisation and understands that they are not the only players in the field trying to address refugees and asylum seekers' concerns.

There is also an umbrella body, comprising of all refugee organisations in the Western Cape, called Tutumike. This body was created in 2005 after Cape Town hosted a dinner marking World Refugee Day. This body comes together to lobby for the rights of refugees and to give each other advice on how to better to assist refugees/asylum seekers. If AMP becomes involved with this body, they will be able to keep in touch with current affairs within their line of work. More so, AMP's challenges pertaining to a lack of funding, formal governance and management structures can be addressed with assistance from other organisations that have gone through the same life stages of organisational development.

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6. CHAPTER 6 – CONCLUSION AND RECOMMENDATIONS

The findings from this study show that Adonis Musati Project has thus far been effective in service delivery and has managed to make an impact in the communities in which it operates as it develops as an organization.

6.1. Conclusion

In conclusion the below has been noted:

1) Refugees and Asylum Seekers' Needs and Challenges

The study has looked in-depth at the reasons why refugees leave their home country and settle in a foreign land. It was noted that push factors were at play, as most respondents left their home country because of hardships. This either took the form of social and economic hardships or political threats that made it difficult for them to stay. In some cases, pull factors also provided the reason for them to seek greener pastures. These included a healthy economy in the identified land, as well as family who had settled elsewhere. A striking case was that of a minor who left his homeland because of the need for affection as he had been ill-treated by his biological mother and his stepmother. By joining Adonis Musati Project, he found a place he can call home. Although refugees/asylum seekers might have embarked in search of greener pastures, most of the Respondents related how difficult it was to adjust in South Africa. This was due to the fact that their need for accommodation, food, shelter and an income was not being met. Xenophobic tendencies also made it difficult for them to integrate into society. Despite all these challenges, they still lingered in the hope that help would come along or some form of income would arise.

2) Services AMP Provides

Founded in 2007, Adonis Musati Project has since worked tirelessly to meet humanitarian need amongst refugees. After reading in a local newspaper about a Zimbabwean who died of starvation at the Department of Home Affairs, the founding members have made sure that this does not happen under their watch. Through the organisational analysis it was

shown that they provide humanitarian assistance to both refugees and asylum seekers. Apart from this, they have recently started a bridging school, which provides Basic English lessons to French-speaking children. They have also started a boys' shelter, Musati House, which is staffed with a Social Worker, House Mother and House Father. They continue run an outreach programme, which aims to remove refugees/asylum seekers from the streets.

3) Policy Framework Governing Adonis Musati Project

While performing these tasks, they have taken into account the Universal Declaration of Human Rights adopted in 1948, the Constitution of the Republic of South Africa (1996), the Non-Profit Organisations Act 71 of 1997 and the Refugee Act 108 of 1998. The organisation has also been abiding by the Code of Good Practice for South African Non-Profit Organizations. This gives guidelines pertaining to leadership and management qualities, roles and responsibilities and resource mobilisation. All-in-all the organisation has managed to develop and provide effective service delivery and make an impact on the community and the beneficiaries. This can be seen from the number of referrals that they get and the positive reputation that they have gained, especially considering that they are fairly new.

4) Life Stage of AMP

Like any emerging organisation, Adonis Musati Project has shown how organisational life stages develop. The fact that it can move in-between stages shows how flexible the process can be. Drawing closely on the entrepreneurial stage, AMP showed the value of the founders' passion in the development of an organisation. Much of their success can be attributed to the productive team work approach that the board members took, as a "family" culture was continuously harnessed. By acquiring donor funding and support, the organisation has managed to grow, though roles and responsibilities have not become clearer. However, there was a need for proper planning to be in place, so that greater growth could take place.

Identification of such needs shaped the collectivity stage as the organisation began showing signs of growth. This helped AMP to gain ground and ensure their sustainability in the

community. New staff was hired and the development of a strategic plan was in process. However, the founders remained central to the day-to-day operations of the organisation. The organisation showed signs of moving towards a more formalised stage. In this stage policies are developed, management systems established and strategic planning implemented. But, it was also noted that elements of the entrepreneurial and collectivity stage were still evident. In light of the different challenges experienced at each stage, the organisation has managed to make an impact in the provision of services that meet the immediate needs of refugees.

5) Approach to Effectiveness of Adonis Musati Project

In order to address the level of impact and to see whether the organisation is effective in its line of work, comparisons were made with other organisations providing similar services to the target group. Beneficiaries believe that Adonis Musati Project is sticking to what they initially set out to do. They are not discriminating in terms of their beneficiaries and they value the fact that everyone who walks into their offices is helped in one way or another. However, it was found that some beneficiaries had been deceiving the organisation, and thus there is a need for more rigorous assessment and programme evaluation tools. There is also the need to collaborate more with other organisations in order to address the refugee pandemic. This would open doors for more funding, which would allow for better service delivery, growth and an even more positive reputation.

It is interesting to note that the organisation draws from different effectiveness approaches in attaining organisational effectiveness. By using triangulation, the systems approach is dominant as AMP continuously tries to acquire inputs, process these and provide outputs in the form of service delivery. AMP has adapted to the ever-changing environment as they try to address refugee needs. This study paves the way for recommendations for the organisation.

6.2. Recommendations

Adonis Musati Project is progressing through different life stages as it strives to meet its mission statement. In order for it to become more effective and remain relevant to the environment, the following recommendations are provided:

I. Functional Governance Structures

When looking at governance the idea of authority and the way power is distributed comes to question. This mainly applies to the board as they are the main decision makers in the organization. It is imperative that the board exercises power and authority that allows for growth and development of the organization. Board members need to learn to allow management to take responsibility for programmes within the organisation. If duties are decentralised, more effort can be put into each area by staff members. As the board mainly ensures that the organization continues to grow, it is also important that issues that may hinder progress be addressed at this level. The board may reflect on matters such as the relevance of the constitution in the current environment, essential organizational policy documents, founder member syndrome and/or conflict of interest. This will ensure that internal controls are put in place to achieve growth.

II. Strategic Plans Informed by Result Based Management.

It is important that non-profit organisations understand the role that a strategic plan has in the provision of effective service delivery, strategic partnership and resource mobilization. Without a clear organisational statement, they can lose direction of what they are supposed to do. Since there was no copy of a strategic plan, it is recommended that this be made available to the staff member and strategic partners who might assist the organization in service delivery. In line with the current trend in development work, it is imperative for the organization to develop strategic plans informed by result Based Management. AMP needs to ensure that it focuses on achieving results at impact, outcome and input level that are SMART (specific, measurable, achievable realistic and time-bound).

III. Thinking like a business but acting like a non-governmental organisation

The above-mentioned recommendations point to the notion that organisations working in social development need to find mechanisms to sustain themselves, so as to not fully depend on donor funding. AMP should thus conduct themselves professionally in order to be taken seriously and to improve their image in the global market. This will also allow them to set professional standards in their community. Besides waiting upon development funding, AMP can introduce income generating projects which can include outsourcing consultancy services and even partaking in policy-making processes as they have become a leader in the field of refugee/asylum seeker needs.

In conclusion, this study has shown the development of Adonis Musati Project as an organization. It has shown the different life stages and how it has managed to draw from different effectiveness approaches in its mandate to provide humanitarian assistants to refugees and asylum seekers. If they consider the above-mentioned recommendations in earnest, it would ensure that AMP becomes an effective organisation in all respects.

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ANNEXURE A: Refugee Questionnaire

Interview number and date

A. Respondent details

1. In which age group do you fit?
0-18; 19-25; 26-30; 31-35; 36-40; 41-45; 46-50; 50-60; 61+
2. Gender : Male/ Female
3. Country of origin
4. Current residential area

B. Motivation

5. When did you first arrive in South Africa? (month & year)
6. Why did you leave your home country?
7. Did you know anyone in South Africa before you left your home country?
8. Why did you choose to live in Cape Town?
9. What is your current status? (asylum seeker/refugee/visitor's visa/undocumented)
10. Do you know your legal rights?
11. What problems have you faced in Cape Town?

C. AMP Services

12. How did you hear of the Adonis Musati Project (AMP)?
13. What did you hear they offer?
14. How often do you come to access the services?
15. What services does it provide to you?
16. What services do you often use?
17. Is it easy to access these services? (Do you get help, transport issues etc.)
18. How do you think these services help? *Please explain*
19. Do you think AMP has managed to do what they say they do?
20. What do you think they can do to improve their services?

D. Life Stage

- 21. Do you know how long AMP has been running as an organisation?
- 22. Do you think they are addressing the issues faced by refugees?
- 23. What do you think are their challenges so far?
- 24. What do you think they are doing well?
- 25. Do you know any other refugee centre in Cape Town?
 - a. How long has it been established?
 - b. Do you think they provide better services than AMP?
- 26. What do people say about AMP as an organisation?

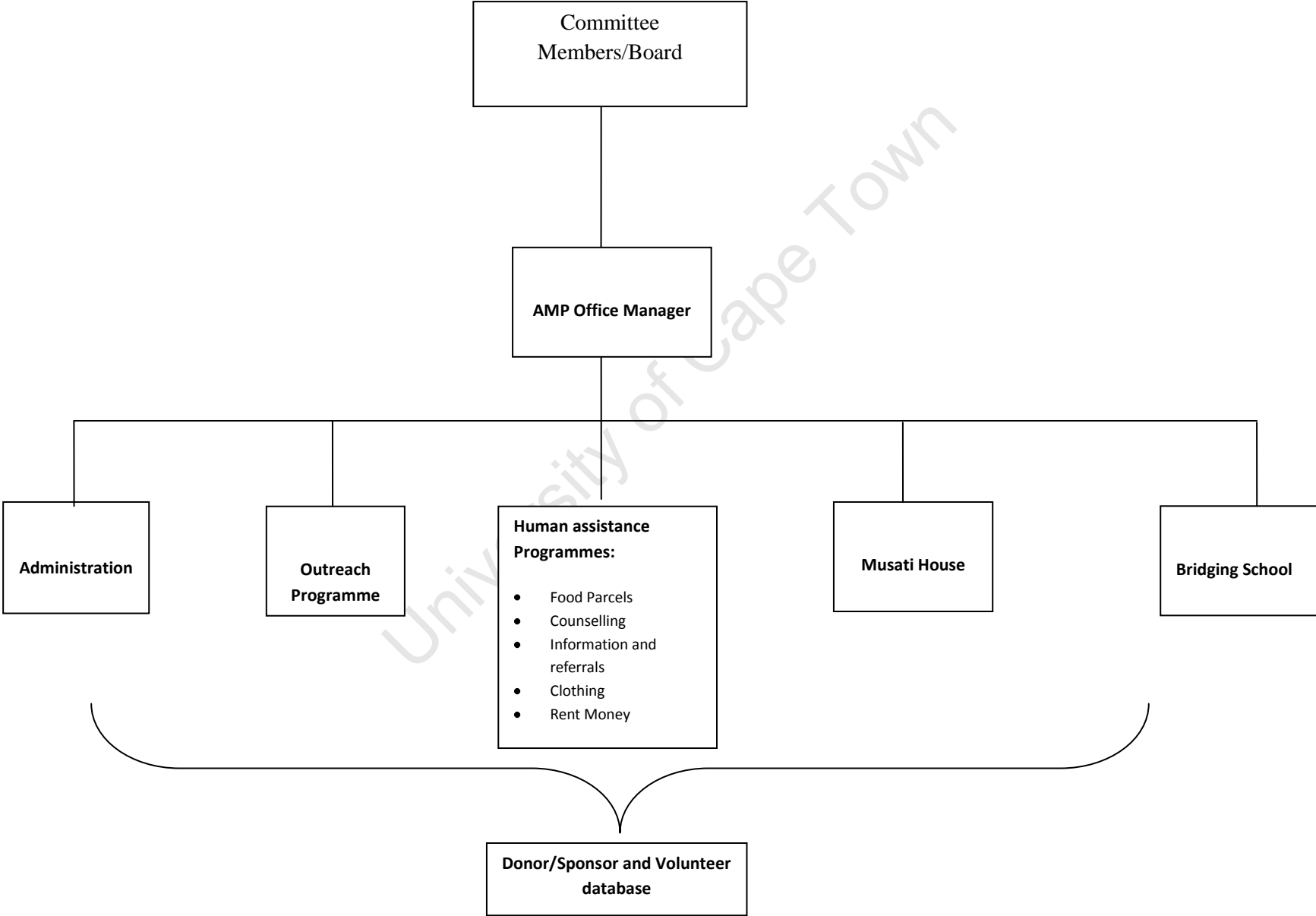
E. Recommendations

- 27. Do you have any other recommendations for or comments about the organisation and its services?

ANNEXURE B Questionnaire for Staff/Board Members of the AMP

1. When did you join AMP?
2. Why did you join AMP?
3. What is your *job description/role and responsibilities*?
4. Do you know when AMP started?
5. Why was it established?
6. What are the main policy instruments that govern the organisation?
7. What are the main goals for AMP?
8. How are these goals achieved?
9. What approach does the organisation use in accomplishing its goals? *e.g. goal approach in that they focus on goals/ stakeholders approach in that they focus on pleasing the stakeholder/ systems approach in that they focus on adapting to the environment.*
10. What type of services does AMP provide?
11. What do you think can be improved so as to improve the organisation services?
12. What challenges have you faced as an organisation so far?
13. What has enhanced effectiveness of the organisation so far?
14. Does the organisation formally assess its effectiveness?
15. If, yes, how does AMP do this.

ANNEXURE C - Organisational Structure



ANNEXURE D: Organisational Life Stages

